



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.

Be a peacebuilder!

Hiroshima Peacebuilders Center (HPC)

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The Program for Global Human Resource Development for Peacebuilding and Development

Global Peacebuilders Program

Report of Program Activities in Japanese Fiscal Year

2022

HPC
Hiroshima Peacebuilders Center



We Aim to Develop Experts in Peacebuilding and Development About the Global Peacebuilders Program

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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 (the fiscal year of 2022), as it has for the past 16 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" are 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 the fiscal year of 2022, 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 15 years (from 2007 to 2021).

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.

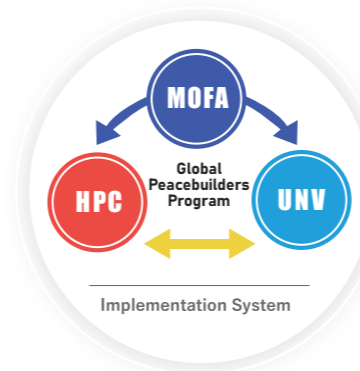
United Nations Volunteers (UNV) Programme



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 for Global Human Resource Development for Peacebuilding and Development. UNV is active in around 160 countries with the presence of the Field Units in more than 60 countries.

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



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 opportunities 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.

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.

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 16 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 Sakuzo 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 objectives and 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 experts' 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, so as to build a close human network based on trust.

In JFY 2022, all Program Associates (PAs), including International PAs, were able to participate in the training on-site. Prior to visiting the training venue, PAs, facilitators, and HPC staff had PCR tests to ensure that they were negative before coming to the venue. During the training, we employed the "bubble system" so that PAs could participate in the training without masks: by limiting unnecessary contact with people outside the training venue as much as possible, and regularly ventilating air inside the venue.

Primary Course

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

01

Coursework in Japan

HPC implemented the coursework in Japan from 18th January to 22nd February 2023 for 5 weeks. 13 Japanese Program Associates and 10 International Program Associates from Asia, the Middle East, Africa, and Latin America lived and ate together for about five weeks, engaging in friendly competition through role-playing and group work. Some of the facilitators were able to participate online, and we were able to provide a full training program with top-quality facilitators who are active in various parts of the world. It is expected that this will create a continued 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 Assignments for up to 12 months to peacebuilding and development locations with such international organizations as United Nations Volunteers (UNV). They will be dispatched from March 2023 after the coursework in Japan. Work experience at such organizations 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 during 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 2022. On 18th January, a reception was held as an opportunity for interaction among Program Associates, the Ministry of Foreign Affairs of Japan and other government agencies, UN agencies and foreign embassies in Tokyo, where they shared information and opinions regarding the overseas assignments.

03

Career Development Support Service

Before the inauguration of coursework in Japan, we support Program Associates to formulate their future 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 networks including co-participants, facilitators in the coursework in Japan and host institutions of the overseas assignments. 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. Eliode BAKOLE

After two consecutive unsuccessful attempts to participate in the Primary Course, I finally made it. My persistence in applying was led by the high-level knowledge that I would acquire through this ground-breaking opportunity. Through this five-week capacity building, I gathered knowledge in peacebuilding, conflict analysis, planning, coordination, competency development, safety, humanitarian assistance, and communication, and I have got practical learning experiences through many group exercises with my peer Program Associates. My professional and career skills have largely improved with the acquisition of sufficient and important knowledge needed in all sectors: UN career, NGOs, and Civil Society Organisations. This program has upgraded my capabilities to resonate more professionally and to stay very strategic by connecting the means to the ends in a very intelligent and problem-solving manner. I feel transformed and highly motivated to support and contribute to solving the most pressing world problems including widespread conflicts, humanitarian emergencies, and many other issues that relate to underdevelopment and climate change crises. Under the guidance of a range of professionals and experienced facilitators, I feel skilled enough to recalibrate my interventions on the ground in order to support peacebuilding and development efforts in the Democratic Republic of the Congo, my home country, and in the entire world. I am proud of HPC and I am ready to contribute to the UN agenda worldwide.



Ms. Sayo HATTORI

The Primary Course is highly recommended for not only those aspiring to work in the international aid sector but also for those already working in this field. I have been in a humanitarian aid organization, and I decided to join the course to understand the international aid sector more comprehensively, complementing my knowledge in peacebuilding and development, and to capacitate myself as a professional in the world of increasing complexity and fragility. This course is structured around four essential skills allocated for each week: Analysis, Planning, Coordination, and Management. Each week features experts in four different areas: Conflict analysis, Peacebuilding, Humanitarian aid, and Development assistance. This structure allowed me not only to learn basics and up-to-date trends of each area and expand my professional network but also to explore personal interests and identify my strengths and weaknesses in skills each week. It is not an exaggeration to say that the insights I gained in the five weeks could take several years to acquire if outside of this course. We were offered living know-hows from the facilitators and career advisors who were forthcoming in sharing their work and personal experiences, and through the group work all of which were simulations of real-life scenarios in the field. One recurring message throughout the course was the importance of "knowing yourself". This course cultivated a solid foundation in me on how to keep reflecting on my core values and skills, which will be a crucial guidance for confidently pursuing an international aid career hereafter.

Coursework in Japan



At the opening ceremony, a group photo was taken with Mr. Daisuke Sato, Director of the International Peace and Security Cooperation Division, Ministry of Foreign Affairs of Japan. This year, for the first time in three years, all Program Associates were able to participate in the training onsite, making the training full of vitality.



Facilitators around the world gathered in Hiroshima and candidly shared their wealth of knowledge based on their individual experiences.



Program Associates engaged in a series of group discussions based on the curriculum developed from actual cases with the advice of the experienced facilitators.



Three extracurricular excursions were arranged during the weekends; one to Hiroshima Peace Memorial Park; one to Miyajima, and one to Kure and to the Japan Maritime Self-Defense Force 1st Service School at Etajima.

Primary Course JFY 2022: Curriculum of Coursework in Japan / Facilitators

Initial Week

Commencement Ceremony / Courtesy Visit to Parliamentary Vice-Minister for Foreign Affairs of Japan / Presentations by program associates for Self-Introduction / Team-Building Exercise / Introduction to peacebuilding / Introduction to competencies / Visit to Japan Ground Self-Defense Force (JGSDF) Garrison in Komakado

On-site Facilitator

Dr. Hideaki SHINODA
Director, HPC; Professor, Tokyo University of Foreign Studies

Ms. Michiru TAMANAI
HPC Senior Advisor, Career Support & Development / Global HR & Organization Development Consultant & Director, Lotus Global Consulting

Mr. Osamu NISHIMURA
Commander, International Peace Cooperation Activities Training Unit, Ground Component Command, JGSDF

Dr. Yuji UESUGI
Program Officer, HPC / Professor, Waseda University

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

Workshop1: 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)

Mr. Jomart ORMONBEKOV
Political Affairs Officer, 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)

Dr. Hideaki SHINODA
Ms. Michiru TAMANAI
Dr. Yuji UESUGI
Mr. Oumar BA

Online Facilitator

Mr. Desmond MOLLOY
Course Mentor, HPC / Director of Pannasastra Institute of Peace and Professor of IR/PCS, Pannasastra University, Phnom Penh

Ms. Simonetta ROSSI
Peace and Development Adviser, Office of the United Nations Resident Coordinator, Sierra Leone

Ms. Kyoko ONO
Deputy Head of Office, United Nations Office for the Coordination of Humanitarian Affairs (OCHA), Myanmar

Workshop2: Planning

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

On-site Facilitator

Ms. Maria Lopez ECHEVARRIA
Recovery, Return and Reintegration Officer, Relief Reintegration and Protection Section, United Nations Mission in South Sudan (UNMISS)

Ms. Jane Kony
Team Leader- Protection, Transition and Reintegration (PTR) Section, United Nations Mission in South Sudan (UNMISS)

Dr. Hideaki SHINODA / Ms. Michiru TAMANAI / Mr. Oumar BA

Online Facilitator

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

Ms. Emma BIRIKORANG
Deputy Director- Faculty of Academic Affairs and Research- Kofi Annan International Peacekeeping Training Centre (KAIPTC)

Ms. Marie ONIWA
UNISFA Abyei, Gender Affairs Officer, Office of Chief of Staff, Principal Officer

Mr. Michael EMERY
Director, Human Resources Management Division, International Organization for Migration (IOM)

Mr. Desmond MOLLOY

Workshop 3: Coordination

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

On-site Facilitator

Mr. Kenro OSHIDARI
Member of HPC Council / Board Member, Association for Aid and Relief (AAR) Japan / Former Regional Director, WFP Regional Bureau for Asia, Bangkok, Thailand

Mr. John CAMPBELL
Security Consultant / Former UNHCR Regional Safety Advisor Asia-Pacific and eCentre Coordinator

Mr. Guillaume FOLIOT
Founder and lead consultant, Global Vision / Founder and Owner - Le Designer Clandestin

Mr. Peter KOZELETS
Senior Talent Learning and Development Officer, UNHCR, Global Learning and Development Centre Budapest, Hungary

Ms. Chika SUEFUJI
Former project coordinator at Médecins Sans Frontières / Doctor without Borders

Ms. Mari MASUOKA
United Nations World Food Programme, Kabul, Afghanistan, Supply Chain Officer

Dr. Hideaki SHINODA / Ms. Michiru TAMANAI / Dr. Yuji Uesugi

Online Facilitator

Ms. Etsuko INOUE
International Organization for Migration (IOM), Programme Officer, Ukraine

Ms. Tomoko ISHIHARA
United Nations High Commissioner for Refugees (UNHCR), Protection Officer, Ukraine

Workshop 4: Management

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

On-site Facilitator

Mr. Mamadou N'DAW
Policy Adviser & Team Leader Quality Programming Team, Effectiveness Group BPPS, UNDP New York, USA

Mr. Toshihiro NAKAMURA
Co-Founder & CEO, NPO Kopernik / Guest Professor, Osaka School of international public policy, Osaka University

Mr. Shigeki KOMATSUBARA
Resident Representative, United Nations Development Programme, Malawi

Mr. Koji KUMAMARU
Project Manager, GCF Water Security Project, UNDP Marshall Islands

Dr. Hideaki SHINODA / Ms. Michiru TAMANAI / Ms. Chika SUEFUJI / Mr. John CAMPBELL / Mr. Kenro OSHIDARI

Online Facilitator

Mr. Musa Ibrahim
Policy Specialist and OIC - Conflict Prevention and Peacebuilding, Conflict Prevention, Peacebuilding and Responsive Institutions, Crisis Bureau, UNDP

Ms. Reina Otsuka
Digital Innovation Specialist, UNDP HQ NY

Mr. Hiroshi Kuwata
Project Coordination Specialist, Crisis Bureau, Country Support Management Team, UNDP HQ NY

Ms. Risa Fujimura
M&E and Program Specialist, Joint UNDP-DPPA Programme on Building National Capacity for Conflict Prevention, NY

Mr. Desmond MOLLOY

Personal Safety Management

On-site Facilitator

Ms. Louise ROBINSON
Director of InSiTu Training / Senior Humanitarian Advisor and Security Training Specialist

Dr. Hideaki SHINODA / Mr. Kenro OSHIDARI
Ms. Chika SUEFUJI / Mr. John CAMPBELL

Career Design

Career Consultant conducting Consultations / Seminars for Career Design, Management and Leadership

On-site Facilitator Ms. Chio SATO Head, Office CLUTCH

Overseas Assignment: Program Associates of the Primary Course in JFY 2021 deployed as UN Volunteers



- UNDP (United Nations Development Programme) /48
- UNHCR (United Nations High Commissioner for Refugees) /36
- UNICEF (United Nations Children's Fund) /36
- IOM (International Organization for Migration) /18
- WFP (World Food Programme) /17
- UN Women (United Nations Entity for Gender Equality and the Empowerment of Women) /9
- UNRCO (UN Resident Coordinator Office) /7
- 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
- UNFPA (United Nations Population Fund) /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 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.



<UNRCO / Zimbabwe>
 At a workshop on resilience, "the Crisis Risk Dashboard" at UNRCO Zimbabwe, where he was dispatched as a Peace and Development Analyst.



<UNICEF / Papua New Guinea>
 Group photo during monitoring of school activities with the Ministry of Education. The COVID-19 response included the provision of water tanks and water supply, support for children's home learning materials, and socio-psychological support.

Career Development Samples of the Primary Course



Mr. Takahiro UTSUMI Graduate of JFY 2013 | Primary Course

Reason for Application

Through the international student conferences which I was involved in organizing and managing during my college years, I was attracted to the opportunity to discuss global issues with peers from various backgrounds. Later, while in graduate school, I studied abroad in Israel and Palestine, where I interned at a local NGO while learning Arabic. While researching the ideal way of providing humanitarian and development assistance in conflict zones, I decided to apply for the Primary Course in order to strengthen my capacity to be involved in the actual planning and improvement of aid policies.

Career before Participation

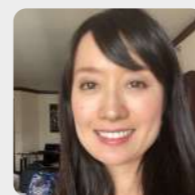
After studying "Peacebuilding" at a graduate school in Japan, I worked at the Embassy of Japan in Egypt supporting Grant Assistance for Grassroots Projects (GGP). Since it was around the time of the Arab political upheaval, I had the opportunity to plan projects to stabilize society through job creation and support for youth capacity-building. After five years of working in development from different perspectives; NGO, government, and JICA, I became interested in UN agencies, which can handle everything from policy to project implementation.

Overseas Assignment

I was dispatched to the Middle East, Central Asia, and Eastern Europe Regional Office of the United Nations World Food Programme (WFP) as a program officer in charge of 1) coordinating and consolidating reporting, monitoring, and knowledge management in the region; 2) strengthening the capacity of reporting officers in the region; 3) managing the program cycle in the region. During my term of office, luckily, I was in charge of emergency operations reporting in Yemen, which was a great experience for me as I was able to witness emergency assistance being deployed in a drastically changing situation.

Career after Participation

After completing the UNV assignment, I continued to be hired in the same position as a consultant and was then sent as a JPO to the UN WFP Sudan Country Office as a Food Security Analyst. I worked in Rome for the third year as a JPO and after that in the Uganda and Armenia offices. I am currently working at the WFP Bangladesh Country Office as the Director of the Research, Monitoring and Evaluation Division, where I am in charge of food security, operation and policy analysis, and advisory services.



Ms. Tomoko ISHIHARA Graduate of JFY 2012 | Primary Course

Reason for Application

I have been interested in refugee issues and emergency humanitarian aid since I was a student. Hence, I have done volunteering at refugee reception centers and doing internships at international organizations and NGOs. Throughout my bachelor's and master's degrees, I studied French, international politics and law, and hoped to gain further experience in the field.

Career before Participation

As a trainee at the International Committee of the Red Cross (ICRC) headquarters in Geneva, I supported the ICRC delegations to multilateral intergovernmental organisations such as UN HQ in New York and the African Union in Addis Abeba. Specifically, my main role was to facilitate information sharing regarding the discussions and resolutions made by the multilateral intergovernmental organizations with the field offices, analyze their impact, and share information from the field with the Delegations.

Overseas Assignment

I was deployed overseas as a Peacebuilding and Youth Participation Advisor for UNICEF. I was involved in projects that strengthened the capacity of young people and promoted their participation in local government policy making, and gained experience in project management, in particular, project development, implementation, and monitoring and evaluation.

Career after Participation

After UNV experience in UNICEF, through the JPO programme, I started working in UNHCR's Regional Office for West Africa based in Senegal as an Associate Protection Officer, involving the development of protection policies and inter-agency coordination for refugees and internally displaced persons in the countries affected by the Lake Chad Basin crisis. After completion of JPO programme, I continued working with UNHCR as a Protection Officer in operations such as Syria, Greece, and Kenya. Currently based in Uzhhorod in Ukraine, I am working on 1) institutional support; 2) community-based Protection; 3) housing and accommodation; and 4) local integration for internally displaced persons in the area covered by the Field Office (Zakarpattia and Ivano-Frankivsk oblasts), in cooperation with local government.



Ms. Yukari TSUNOKAKE Graduate of JFY 2018 | Primary Course

Reason for Application

I got to know about the Primary Course when I was planning on obtaining a master's degree to shift my career from the private sector to the field of international cooperation. I found it very attractive that the training package had two aspects: in-country coursework enhancing practical skills, knowledge and competencies on peacebuilding and development, and the overseas assignment as a UNV to designated UN agencies. I strongly wished to participate in this great career development opportunity after graduating from graduate school.

Career before Participation

After graduating from a university in Japan, I worked in a Japanese manufacturing company and a global consulting firm. Then I studied abroad at the University of Sussex (Institute of Development Studies) and obtained a master's degree in Poverty and Development. After graduation, I worked at the UNICEF Jordan country office as an intern. Then I joined the Primary Course.

Overseas Assignment

I worked at the UNICEF Indonesia country office as Innovation and Youth Engagement Associate. I was mainly responsible for the following two areas of work: (1) Adolescent 21st-century skills building and civic/digital engagement where I supported programme development, management, monitoring and partnerships building; (2) U-Report (UNICEF's innovation tool to collect youth voices), where I co-led scale-up strategy development, implementation, digital platform management, data analysis on collected youth voices and document preparation for advocacy to the Indonesian government. When the COVID-19 pandemic hit the archipelago, I led the development and management of a cross-sectoral initiative on adolescent mental health and digital empowerment. I believe this experience became a solid foundation for my career at UNICEF.

Career after Participation

I received the 2nd year extension as a UNV for the same post. I thought it would be better for my career development as a Japanese professional to pursue working in the UN for the long-term if I had experience working in another development agency, especially one that works closely with the Government of Japan, which is a big donor to the UN agencies. Thus, I worked at the JICA headquarters and then in the spring of 2022 came back to UNICEF as an Adolescent Development Officer (JPO) at the Uganda country office. I'm currently leading one major component of the Adolescent programme which upsills out-of-school adolescents. The expertise and knowledge that I have obtained through the UNV assignment has been an asset in performing the current post. I am very much thankful to the Primary Course for the exceptional experience provided.

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 strengthen 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 held in Tokyo for 7 days from 5th to 11th January, 2023.



Messages from Participants



Mr. Nicholas Hercules | Senior Liaison Officer, UN Peace-Keeping Mission in South Sudan (UNMISS), Juba

Since 2002, when I joined the United Nations in Belgrade, my career has been divided between development, humanitarian, peace-keeping and political missions across Africa, Asia, Europe, the Middle East and Oceania. My successes have largely been achieved through listening to and engaging our wonderfully insightful and talented national colleagues. This allowed me to acquire a nuanced understanding of the context, culture and situation, and build a reservoir of trust with local officials. For me that is a winning combination and sees the UN at its very best. The Hiroshima Peacebuilders Centre (HPC) Mid-Career course expedites this understanding. The course allows one to step back, reflect, examine our leadership and communication skills, learn from real life experiences faced by seasoned and distinguished colleagues, hear how they overcame them, or in some circumstances tragically did not, and benefit from their accumulated wisdom. The searing honesty of fellow participants who voiced their failures, touched me deeply. By opening up, making ourselves vulnerable, and sharing our own leadership challenges, trust was created within the small group of 20 participants, which led to even deeper and richer exchanges. These helped get to the nub of many of the hurdles faced, which often centre around cultural differences. Given that the UN is comprised of 193 member states, it is unsurprising that we start off with different viewpoints. Yet, the course provided me with an opportunity to reflect on how we, as international civil servants, overcome them to serve the people of the world as directed by the UN Charter. Much of the energy, enthusiasm and intellectual underpinnings, drawn from the insights of ancient Greek philosophy, of the highly practical course, derive from HPC Director Dr Hideaki Shinoda. He has built a team of expert facilitators who provoke self-reflection and lead practical exercises to develop one's soft skills, for which there is no handbook, on which true leadership is based. Much of the energy, enthusiasm and intellectual underpinnings, drawn from the insights of ancient Greek philosophy, of the highly practical course, derive from HPC Director Dr Hideaki Shinoda. He has built a team of expert facilitators who provoke self-reflection and lead practical exercises to develop one's soft skills, for which there is no handbook, on which true leadership is based.

If we define leadership as the art of influencing people to achieve a desired result, the course, enriched through its Japanese characteristics, can increase the tools in your box of solutions to help solve some of the world's thorniest and intractable problems as we move along a career-path filled with moral dilemmas, and uncertainties, while continually dealing in ambiguity. The ancient Romans had an expression to describe an outrageously impossible task: Facilius sit Nili caput invenire – it would be easier to find the source of the Nile. At least we moderns have the Hiroshima Peacebuilders Centre to help guide us in such Herculean tasks!



Ms. Maya SOMA | Spotlight Initiative-Programme Coordinator, United Nations Resident Coordinator's Office, Mozambique

I started my UN career as a JPO in the UNICEF Brazil office and currently work in the UN Resident Coordinator's Office in Mozambique, as a coordinator for a programme to achieve gender equality and sexual reproductive health rights. Prior to joining the UN, I have worked for NGOs and Japanese Embassy in emergency, early recovery, and development settings. With an aspiration to further develop my career in the field of international development, Mid-Career Course. As a result, the seven-day course gave me the confidence and inspiration to resolve the challenges I face in my day-to-day work and the opportunity to reflect on my strengths and weaknesses, as well as how I would like to further contribute to this field. In the future. Based on communication and leadership theory and advice from the experienced instructor/facilitators, this course offers the skills one needs to advance his/her careers. However, what touched me more were the facilitators and the fellow participants who went beyond career know-how and threw questions that challenged us to reflect on our professional goals in the context of what it means to succeed in life, as well as the importance of taking care of our physical and mental health, which we tend to overlook in midst of our career development. I would recommend this course to anyone who wants to reflect their career in the field of international development cooperation and peacebuilding and to further advance in their career. Finally, I would like to express my heartfelt gratitude to the Director and the HPC secretariat for their enthusiasm and excellent organization of the entire course.



Mr. Akira MARUSAKI | Programme Officer, Partnerships, Department of Operational Support, United Nations, New York

I am currently in charge of policy and external relations for the Triangular Partnership Programme (TPP), a capacity-building project for peacekeeping in the areas of engineering, field medicine, C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance) and camp security technologies, and telemedicine, at the UN Department of Operational Support (DOS) in New York. In my previous position at the Japan Ministry of Defense (MOD), I was responsible for Japan's security policy, particularly the Japan-U.S. Alliance and regional affairs analysis. As I reflected on my career to date at the UN and the MOD and considered my future, I felt that leadership and communication skills would undoubtedly be crucial. The HPC's Mid-Career Course was the perfect opportunity for me to develop skills in these areas. The lectures and advice from facilitators with rich experience in the field of peacebuilding and development, the role-playing exercises simulating various situations, and the discussions and interactions in and out of the training with the brilliant participants from diverse backgrounds – all in all, it was a very intense and valuable seven days. Having corresponded with the lecturers and participants even after the training, I have a renewed sense of bonding and a strengthened belief that this was truly a wonderful training program. I strongly recommend like-minded people to attend the Mid-Career Course.

I will continue to strive for self-improvement in the spirit of Steve Jobs' "Connecting the Dots" and for leadership with a good balance of Aristotle's "Pathos, Ethos, and Logos," while taking a firm role in international contributions in the field of peacekeeping and peacebuilding. Finally, I would like to express my heartfelt gratitude to Prof. Shinoda, the HPC staff and the facilitators.

Mid-Career Data – Organizations of Participants (JFY2022)

UNAMI(United Nations Assistance Mission in Iraq) / MINUSMA(United Nations Multidimensional Integrated Stabilization Mission in Mali) / OHCHR(Office of the High Commissioner for Human Rights) / UN women / UNMISS(United Nations Mission in South Sudan) / UNDP(United Nations Development Programme) / UNDOCS(United Nations Department of Operational Support) / UNSOM(United Nations Assistance Mission in Somalia) / UNODC(United Nations Office on Drugs and Crime) / UNRCO (United Nations Resident Coordinators' Office) / UNDP(United Nations Department of Political and Peacebuilding Affairs) / UNV(United Nations Volunteers Program) / WHO(World Health Organization) / Japan Peacekeeping Training and Research Center / ICRC(International Committee of the Red Cross)

Mid-Career Data – Organizations of Participants (JFY2015-2021)

DPKO(Department of Peacekeeping Operations, now DPO) / 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) / UNOWAS(United Nations Office for West Africa and the Sahel) / 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) / Ministry of Defense / Cabinet Office / Ministry of Defense / JICA(Japan International Cooperation Agency) / NGOs and Private Sector / Graduate School

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

Mid-Career Course JFY2022: Curriculum/Facilitators

Basic Points for Leadership and Communication Competencies Leadership and Communication Competencies 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**
Senior Advisor of HPC, Career Support & Development / Managing Director, Lotus Insight Global Pte. Ltd. Singapore [HR Consulting Firm]
- Mr. Kenro OSHIDARI**
Former Regional Director WFP Regional Bureau for Asia Bangkok Thailand / Guest Lecture – Sophia University, Waseda University / Managing Director – AAR – Association for Aid and Relief – (Japanese International NGO)/ Director, Board of Directors – Japan Association for the World Food Programme
- Mr. Shiddarth CHATTERJEE**
United Nations Resident Coordinator in China
- Mr. Oumar BA**
Former Gao Head of Regional Office United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)
- Mr. Sukehiro HASEGAWA**
President, Global Peacebuilding Association of Japan / Former Special Representative of the UN Secretary-General for Timor-Leste

>> Online Facilitators

- Mr. Rob BRENNAN**
Senior Facilitator of Institute for Communication, Management and Leadership (ICML)
- 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)
- Ms. Ayaka SUZUKI**
Director of the Strategic Planning and Monitoring Unit, EOSG, UNHQ in New York

Career Development Support for graduates around the world

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

To continuously support the career development of graduates, we offer a variety of support services that can be utilized after the completion of the training. We also continue to improve the services every year to provide graduates with better career-building support.

Career Development Counseling

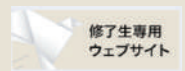
Continuous counseling is provided by senior advisor Michiru TAMANAI for the Program Associates of the Primary Course as well as the participants of other courses. Everyone was given beneficial advice to reflect on their own experiences and expertise so far to further advance their future careers.



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 2022, 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 below were provided to expand support for their career development.



01 | Career Development Support/Online salon

Online Salon is designed with individualized themes to provide graduates working around the world with additional expertise from invited guests, to share information with them on trends of Human Resources in UN agencies and other organizations, and to help expand networking among the graduates.

04 | 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.

05 | Remote Work/Online Training

Highly useful tips for remote work from experienced facilitators 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. In cooperation with POTI, a U.S.-based non-governmental organization, we provide 29 e-learning courses related to peace operations offered by POTI, free of charge. 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 passing score of a minimum of 75% on the final exam. In addition to the certificate of completion for each course, a "POST (Peace Operating Specialized Training) Certificate" in any of the six areas issued by POTI is given after taking the designated courses. We also provide information on other non-POTI training programs that are available online for the general public.

06 | Career Dock

It is designed to provide graduates with an opportunity to periodically review their careers, by expanding the content of "Career Design Training" annually conducted by Ms. Chio SATO of the Office CLUTCH for Japanese Program Associates in the Primary Course. 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.

Online Salon

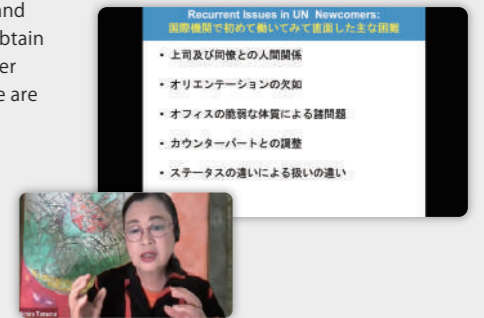
We started implementing the online salon in JFY2021 with the view to provide assistance and information tailored to the needs of graduates and strengthening our efforts in career development support.

By doing it online, we provide substantial support for those who cannot be assisted in-person, and by putting videos on the "Website for the Graduates" to be watched later, so that graduates can obtain relevant information at any time. Although the Primary Course graduates has been a focus of career development support, Mid-Career Course graduates also participate in the online salons where we are able to provide opportunities to share valuable information and deep-layered networks among graduates. As a result, the quality of career development support is enhanced.

List of Online Salons in JFY 2022

- 01 | Free talk for the purpose of networking among the graduates. (Implemented on June 4, 2022)
- 02 | Online Symposium on Emergency Humanitarian Assistance to Ukraine. (Implemented on July 8, 2022)
- 03 | Reflections on a career in the UN (Implemented on August 25, 2022)
- 04 | How to Build a Good Relationship with your supervisor (Implemented on November 12, 2022)
- 05 | The UN Humanitarian Aid System and the Tigre Conflict (Implemented on December 10, 2022)
- 06 | Support for Cooperation of the States Parties to the International Criminal Court (ICC) Toward Expansion of Japan's Cooperation in Response to the Situation in Ukraine (Implemented on January 21, 2023)
- 07 | How to write effective documents in English in the UN system (Implemented on March 11, 2023)
- 08 | Career Development through UNV and JPO Programme (Implemented on March 25, 2023)

▲ The event was held 8 times in total from June 2022 to March 2023.



The 4th Online Salon. Presentation by the facilitator, Ms. Tamanai, on how to build a good relationship with the supervisors. She generously shared information that is useful for careers not only in the UN, but also in other organizations.

Facilitator Graduate of the Primary Course JFY 2022

Human Network building with Graduate facilitators

The graduates who hold 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 are engaged in crucially important positions around the world. The Global Peacebuilders Program started to make a better use of online lectures while entries to Japan from overseas were limited because of the restrictions imposed by the COVID-19 pandemic. As a result, we were able to welcome course facilitators including graduates who are active in major international organizations involved in peacebuilding, development assistance, and humanitarian aid that address the diverse interests of Program Associates. Even in JFY2022, some of the Primary Course facilitators conducted their lectures online, allowing participants to learn more deeply from facilitators with diverse backgrounds. It was a valuable opportunity for the Program Associates not only to understand the way of thinking of the UN officials in ranks similar to those of their direct supervisors, but also to envisage their professional advancement.

Below are the graduates who participated in the Primary Course and Mid-Career Course this year. The following graduates have made very stimulating lectures allowing this year's Program Associates to ponder deeply about how they can build their careers in the years after this program.



>> Primary Course Graduates

- **Etsuko INOUE** <Primary Course Graduate of JFY2007>
Programme Officer, Policy, Liaison and Programme Development Unit, International Organization for Migration (IOM), Ukraine
- **Marie ONIWA** <Primary Course Graduate of JFY2007>
UNISFA, Abyei, Gender Affairs Officer, Office of Chief of Staff, Principal Officer
- **Koji KUMAMARU** <Primary Course Graduate of JFY2011>
Project Manager, GCF funded Water Security Project, ACWA, United Nations Development Programme (UNDP), Marshall Islands
- **Tomoko ISHIHARA** <Primary Course Graduate of JFY2012>
Protection Officer, United Nations High Commissioner for Refugees (UNHCR), Ukraine
- **Risa FUJIMURA** <Primary Course Graduate of JFY2012>
M&E and Programme Specialist, Joint UNDP-DPPA Programme on Building National Capacity for Conflict Preservation
- **Hiroshi KUWATA** <Primary Course Graduate of JFY2013>
Project Coordination Specialist, United Nations Development Programme (UNDP)
- **Mari MASUOKA** <Primary Course Graduate of JFY2013>
Supply Chain Officer, United Nations World Food Programme (WFP), Afghanistan
- **Reina OTSUKA** <Primary Course Graduate of JFY2016>
A Digital Innovation Specialist, United Nations Development Programme (UNDP)

>> Mid-Career Course Graduates

- **Mari MASUOKA** <Primary Course Graduate of JFY2018>
Supply Chain Officer, United Nations World Food Programme (WFP), Afghanistan
- **Lisa REEFKE** <Mid-Career Course Graduate of JFY2018>
Senior Political Affairs Officer/ Deputy Chief, Political Affairs Serice, United Nations Assistance Mission in Afghanistan
- **Jane KONY** <Mid-Career Course Graduate of JFY2019>
Team Leader, Protection, Transition and Reintegration (PTR) Section, United Nations Mission in South Sudan (UNMISS)
- **Maria Lopez ECHEVARRIA** <Mid-Career Course Graduate of JFY2019>
Recovery, Return and Reintegration Officer, United Nations Mission in South Sudan (UNMISS)
- **Chika Suefuji** <Mid-Career Course Graduate of JFY2020>
Project Coordinator at Medecins Sans Frontieres/ Doctor without Borders

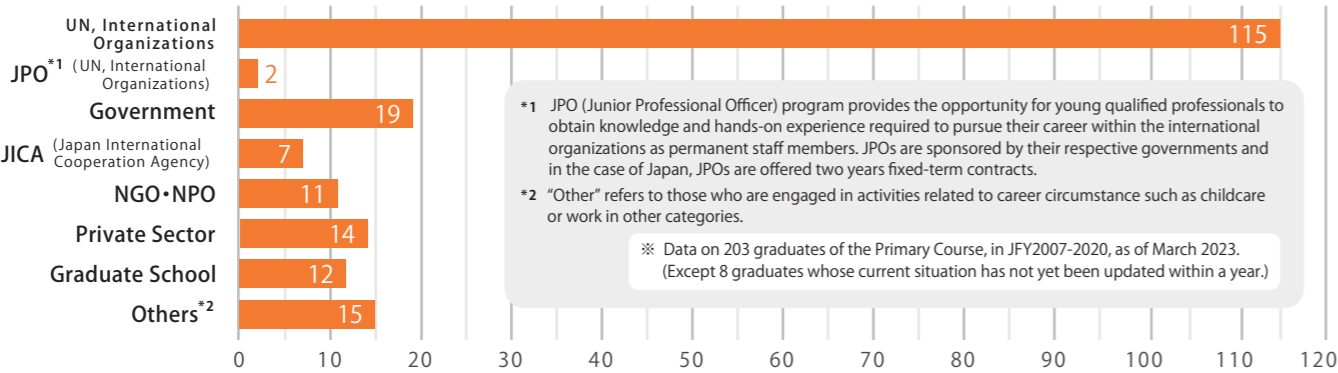


Career Development at a Glance

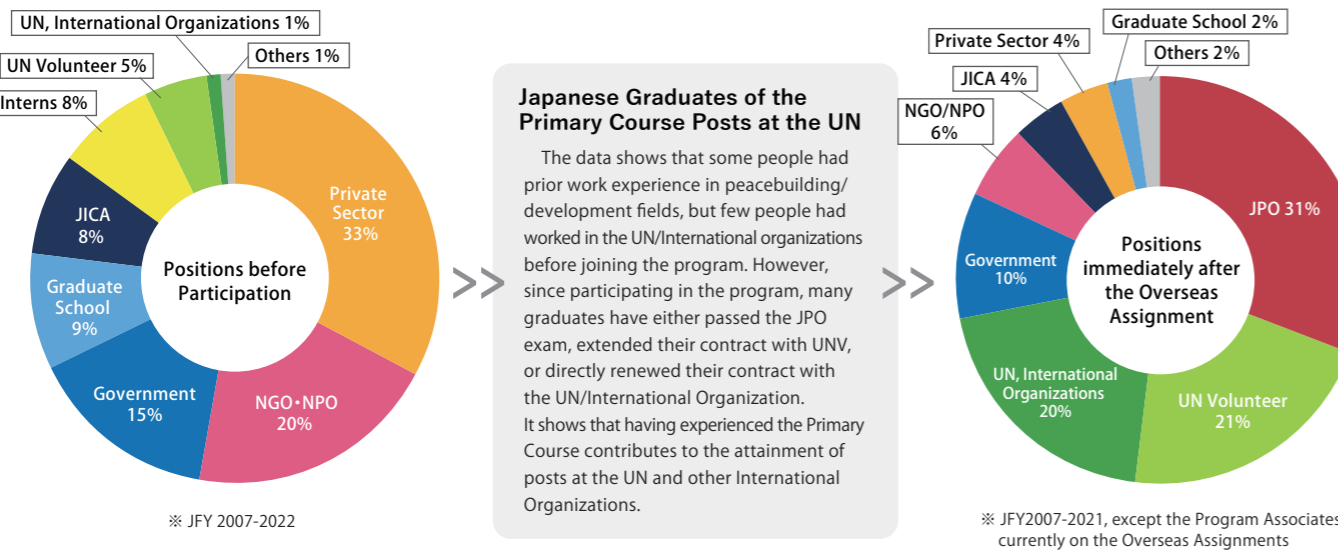
Based on our 16 years of experience in implementing “the Program for Global Human Resource Development for Peacebuilding and Development”, we have collected numerical data on the career paths of our graduates before and after their participation in the program and use this information to improve the program. On this page, you can see the data on the career development of Primary Course graduates (from JFY2007 to 2021*1) and the Mid-Career Course graduates (from JFY 2015 to 2022) at a glance.

* Those who participated in the Fiscal Year 2021-2022 program and who are currently dispatched overseas as of March 2022 are not included in the data as graduates.

Current Position of the Japanese Graduates of the Primary Course (JFY 2007-2020)



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



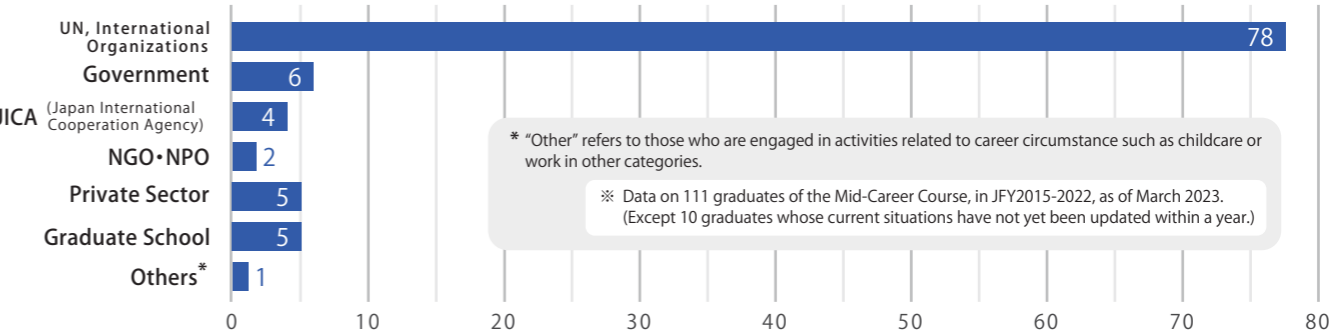
Examples of the UN/International Organizations in which Japanese / Primary Course Graduates work (JFY 2007-2020)

- UNHCR (United Nations High Commissioner for Refugees) /20
 - UNICEF (United Nations Children's Fund) /20
 - UNDP (United Nations Development Programme) /9
 - IOM (International Organization for Migration) /6
 - WFP (World Food Programme) /6
 - World Bank /5
 - UN Women /4
 - UN Secretariat /3
 - IFAD (International Fund for Agricultural Development) /2
 - OCHA (Office for the Coordination of Humanitarian Affairs) /2
 - OHCHR (Office of the Commissioner for Human Rights) /2
 - UN-Habitat /2
 - WHO (World Health Organization) /2
 - UNV (United Nations Volunteers Programme) /2
 - UNODC (United Nations Office on Drugs and Crime) /2
 - UNFPA (United Nations Population Fund) /2
 - ASEAN (Association of Southeast Asian Nations-Japan Centre) /1
 - DPO (Department of Peacekeeping Operations) /1
 - EBRD (European Bank for Reconstruction and Development) /1
 - FAO (Food and Agriculture Organization) /1
 - ICC (International Criminal Court) /1
 - ILO (International Labour Organization) /1
 - Integrated Office of the DSRSG/RC/HC/RR for Somalia /1
 - International IDEA (International Institute for Democracy and Electoral Assistance) /1
 - ITER (International Thermonuclear Experimental Reactor) /1
 - Joint UNDP-DPPA Programme on Building national Capacities for Conflict Prevention /1
 - OLAC (Office of Latin America and the Caribbean) , Geneva /1
 - The Global Fund to fight against AIDS, tuberculosis and malaria /1
 - UNAMA (United Nations Assistance Mission in Afghanistan) /1
 - UN Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict /1
 - UNDRR (United Nations Office for Disaster Risk Reduction) /1
 - UNISFA (United Nations Interim Security Force for Abyei) /1
 - United Nations University /1
 - UNMAS (United Nations Mine Action Service) /1
 - UNMISS (United Nations Mission in South Sudan) /1
 - UNODA (United Nations Office for Disarmament Affairs) /1
 - UNOPS (United Nations Office for Project Services) /1
 - UNRWA (United Nations Relief and Works Agency for Palestine Refugees in the Near East) /1
 - UNSOM (United Nations Assistance Mission in Somalia) /1
 - UNU-IAS (United Nations University Institute for the Advanced Study of Sustainability) /1
 - UNVMC (United Nations Verification Mission in Colombia) /1
- ※ Including JPO and UNV contract extension
※ As of March 2023

Career Paths of the Japanese Primary Course Graduates

Numerous graduates of the Primary Course have assumed positions of responsibility at headquarters or in the field with international organizations, supporting the frontlines of peacebuilding, development assistance, and humanitarian aid activities. These graduates are those who will be the supervisors of the new program associates when they start working with International Organizations, and the network they form with the graduates through participation in the Program is one of its most attractive features.

Current Position of the Japanese Graduates of the Mid-Career Course (JFY 2015-2022)



Examples of the UN/International Organizations in which Japanese / Mid-Career Course Graduates work (JFY 2015-2022)

- UNDP (United Nations Development Programme) /10
- IOM (International Organization for Migration) /9
- WFP (World Food Programme) /6
- UNICEF (United Nations Children's Fund) /4
- UNHCR (United Nations High Commissioner for Refugees) /4
- UNRCO (United Nations Resident Coordinator's Office) /3
- WHO (World Health Organization) /3
- UNRWA (United Nations Relief and Works Agency for Palestine Refugees) /2
- OHCHR (Office of the United Nations High Commissioner for Human Rights) /2
- FAO (Food and Agriculture Organization) /2
- UN-Habitat /2
- UNODC (United Nations Office on Drugs and Crime) /2
- UNV (United Nations Volunteers Programme) /2
- UN Women /2
- World Bank /2
- UNOCA (United Nations Regional Office for Central Africa) /1
- UNIFIL (United Nations Interim Force in Lebanon) /1
- UN Secretariat /1
- UN Secretariat-Department of Global Communications /1
- OSAA (Office of the Special Adviser on Africa) /1
- UNVMC (United Nations Verification Mission in Colombia) /1
- UNITAMS (United Nations Integrated Transition Assistance Mission in Sudan) /1
- UNOPS (United Nations Office for Project Services) /1
- UNFCCC (United Nations Framework Convention on Climate Change) /1
- ITER (International Thermonuclear Experimental Reactor) /1
- UNSOS (United Nations Support Office in Somalia) /1
- UNITAR (United Nations Institute for Training and Research) /1
- IMF (International Monetary Fund) /1
- UNFPA (United Nations Population Fund) /1
- ASEAN (Association of Southeast Asian Nations-Japan Centre) /1
- DPO (Department of Peace Operations) /1
- ICC (International Criminal Court) /1
- Asian Development Bank /1
- UNIDO (United Nations Industrial Development Organization) /1
- ILO-ITC (International Labour Organization International Training Center) /1
- UN Secretariat-Department of Operational Support /1
- UNSOM (United Nations Assistance Mission in Somalia) /1
- International Committee of the Red Cross(ICRC) /1

Career Path of Japanese Participants of the Mid-Career Course

The majority of participants in the Mid-Career Course already have experiences working for the United Nations or other International Organizations, and others have been engaging with government agencies and aid organizations that are at the forefront of peacebuilding, development and humanitarian assistance. (While the above materials are related to Japanese participants, all international participants are generally staff members with P4/P5 ranks in 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.

Characteristics of career paths after participation in the Primary Course/Mid-Career Courses are illustrated as follows.

(Note to Reader: The identity of Primary Course/Mid-Career Course Graduates whose career paths are outlined in the report remain anonymous)

Japanese Graduates of the Primary Course

As of March 2022, regarding the affiliations of graduates prior to joining the Program, the largest category of 26 graduates were from the private sector, followed by 24 from NGOs; 21 from government agencies; 18 from universities and graduate schools; 15 from International Organizations, and 1 from Others from a total of 105 graduates (from the 1st to 14th batches) working for International Organizations. The percentage of previous affiliations of graduates who continued their careers in International Organizations after completing the Primary Course was 66% for universities and graduate schools; 54% for the private sector; 49% for NGOs/NPOs; 45% for International Organizations; 38% for government agencies, and 33% for other sectors. It is important to note that developing expertise through universities and graduate schools can be instrumental in building a successful career in International Organizations. Furthermore, making a career change from the private sector to an International Organization is just as feasible as transitioning from NGOs/NPOs and government agencies.

Example 01 | An example where relevant work in the private sector translated effectively for work at an International Organization

This case exemplifies how prior experience in the private sector can help in working for International Organizations. Before enrolling in the Primary Course, she worked for a logistics company for five years. After her one-year overseas assignment as a Logistics Officer at the WFP Myanmar office, she extended her contract as a regular UNV volunteer and worked as a JPO at the WFP Rome headquarters and in Nigeria, utilizing her logistics experience. She continues to work at WFP.

Example 02 | a Graduate holding a Ph.D.

After conducting extensive research on victim relief in International Criminal Law and completing his PhD, he was dispatched overseas as an Associate Protection Officer at the UNHCR Rwanda office. He then extended his contract as a regular UNV and worked as a JPO at the ICC (International Criminal Court), where he is currently building his career.

Japanese Graduates of Mid-Career Course

In recent years, there has been a notable surge in the number of Primary Course graduates participating in the Mid-Career Course. This year, two Primary Course graduates joined the Mid-Career Course. Regarding the career paths of Japanese graduates of the Mid-Career Course, some have achieved career advancement through participation in the training, while others have continued to work for the United Nations or international organizations without any changes in their ranks. Graduates who have successfully developed their careers in a highly competitive environment are anticipated to make even more significant contributions in the future.

Example 01

In JFY 2015, she participated in the course while holding the position of Political Affairs Officer (P4) at the UN Department of Peacekeeping Operations. She subsequently served as the First Secretary at the Ministry of Foreign Affairs and the Permanent Mission of Japan to the UN. At present, she serves as a Political Affairs Officer (P4) at UNOCA (United Nations Regional Office for Central Africa, Gabon), overseeing 11 countries in the Central African region.

Example 02

She enrolled in the course in JFY 2016 while serving as the Director (P4) of the UNRCO (United Nations Resident Coordinator Office) in the Republic of Zimbabwe. Following this, she held the position of Senior Development Coordination Officer (Strategic Planner and RCO Team Leader) (P4) in Timor-Leste. Currently, she serves as the Head of Office (P5) at the UNRCO in Timor-Leste.



Global Peacebuilders Program: 16 years of Operation

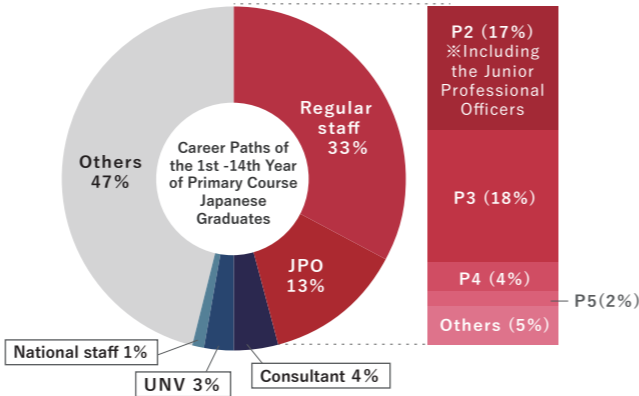
Global Peacebuilders Program commemorates its 16th anniversary

The “Program for Global Human Resource Development for Peacebuilding and Development (Global Peacebuilders Program)” is a human resource development program that trains civilian experts in the fields of peacebuilding and development. It was initially established as the “Pilot Program for Human Resource Development in Asia for Peacebuilding” 16 years ago. Since then, the Program continues to produce many graduates, and they actively work in such fields as peacebuilding, development assistance, and humanitarian aid.

Career paths of Primary Course graduates

Based on the survey implemented by HPC in March 2022, more than half of the Japanese graduates from the Primary Course (from the 1st to 14th year; those who were graduates at that time), 104 people work in international organizations and they are active in various fields (a detailed curriculum of the Primary Course is available on pages 3 and 4). This accounts for almost 53 percent of the total number of graduates at that time. The details of the number and the categories of employment of the graduates working in international organizations are as follows: 65 regular staff; 7 contract-based consultants; 26 JPOs; 5 UNVs¹; and 1 national staff; Some of the regular staff play an active part in holding high positions such as P4 and P5. Their further success in international organizations is highly anticipated.

^{*1} Those who participated in the 15th and 16th year of the Program and the graduates who were on their overseas assignments at the time of the survey are not included in the data.
^{*2} Those who extended their contracts as UN Volunteers (UNVs) after their overseas assignments.



※ This data is based on the survey conducted in March 2022.

According to a survey conducted by HPC, Program Associates, who are/were the participants in the Primary Course, are mostly in their 20s or 30s, with most in their early thirties. A number of Program Associates develop their careers in international organizations after the experience of UNV overseas assignments in the Primary Course, by such means as extending their UNV contracts and applying for the Junior Professional Officer (JPO) Programme of the Ministry of Foreign Affairs of Japan. Through this Course, those who are not eligible for JPO, which has an age limit of 35, build careers in regular positions in international organizations. It is said that gaining a position in an international organization requires “proficient language skills” and “leadership underpinned by expertise”. “Proficient language skills” refers to the possession of language abilities for fulfilling one’s duties in English and other UN official languages. “Leadership underpinned by expertise” means holding both in-depth knowledge and experience in one’s area of specialization and management and leadership competencies gained through practical work. Many of the Program Associates in the Primary Course develop their specialties through multilingual work experience in overseas assignments in addition to training in Japan to acquire technical knowledge and skills. Additionally, they develop leadership by gaining managerial positions while seeking posts after the overseas assignments. The most attractive characteristic of the Primary Course is a “chance to be equipped with a good grounding to enter the specialist community” by practicing knowledge and skills developed through training in English in Japan with active workers in international organizations in their overseas assignments around the world. This characteristic is an asset for those who seek a career in international organizations as their first step. The HPC continues to plan and research to let every Program Associate obtain experience in their area of specialization in the Course in close cooperation with the Ministry of Foreign Affairs of Japan and UNV.

Career paths of Mid-Career Course participants

The Mid-Career Course started in 2015, and a total number of 97 Japanese participants took part in the Course. We received kind feedback from many of them that they were supported in their respective desirable career development. In the section below, impressions of three participation in the Mid-Career Course and their subsequent career paths are presented.

Ms. I | Former Participant of JFY2016

I joined the Mid-Career Course in 2016. It was during my third assignment with WFP, posted in P3 position in Rome HQ and was considering my application to leadership positions. It was therefore a fantastic opportunity to be a part of the leadership training as only such training opportunities were available to P4/5 staff. I found the communication training and the sessions to think of UN leadership especially useful, and thanks to the course I have progressed in my career. It also provided an invaluable opportunity to meet and spend time with the colleagues working in various UN bodies. I continue to exchange information with some colleagues that I met during the course, and the course has been helpful not only in training on leadership skills, but also in constructing a network of Japanese staff working in the UN.

Mr. T | Former Participant of JFY2018

I attended the course in 2018. The course was very beneficial as almost all the participants had experience working in the UN system, so I was able to learn skills that are truly effective within the UN, such as how to give presentations, what to keep in mind when communicating with colleagues, and leadership skills. I wanted to use this training as an opportunity to build a new career in the field of peacebuilding, so I applied for a post in management and was able to jump up from P3 to P5 at the time, and obtained a post in a region I had never experienced before. I have actually used the public relations and leadership skills I learned in the training course, and the information I heard from the participants and lecturers from UN Headquarters about how Headquarters and the Secretariat actually work, and examples of PKO missions have been very useful in my career development so far.

Ms. M | Former Participant of JFY 2016

I participated in the HPC Mid-Career course in August 2016, six months into my assignment as the Head of UN Resident Coordinator’s Office (RCO) in Zimbabwe. Being my first position as the Head of Office, I benefited from the opportunity to learn about leadership and management skills necessary for professionals working across the Humanitarian-Development-Peace Nexus. I have been applying the learning from the course in my day-to-day work ever since. The transition of RCOs as a part of the UN development system reform that started in 2019 was a major change in management journey for the RCOs, both as a team and as individual staff member. In leading the change management process at the country-level amidst high-level of uncertainties. Also, I used the people management practices and tools that I learned during the course. While not all staff in our office was able to transition in the direction that they had wanted to, every staff recognized and appreciated that I did everything within my power to support and guide them through the difficult process. The COVID-19 pandemic hit three months into my assignment as the Head of RCO in Timor-Leste, a small country with a fragile health system. Never before in UN career had I appreciated the unique and special mandate of the UN, to stay and deliver. My two-plus years in Timor-Leste during the first years of the global pandemic was truly a humbling experience. As the Head of RCO, supporting the UN Resident Coordinator and the UN Country Team 24-7 at a time of crisis, I learned to adapt my learning from the course to both lead from behind and from the front, adjusting to the changing situation and changing needs. Since late April 2022, I have been serving as the Head of RCO in Azerbaijan. In the current complex geopolitical context of the South Caucasus and the region, I continue to build on the learning from the course. Looking back at my 18 years with the UN system and looking forward to an additional 20 years of professional life, I am now at a mid-point of my career, excited about the ways in which I can continue to contribute.

“Peacebuilding” refers to efforts to build peace and ensure that conflict will never reoccur, by reconstructing a society destroyed by conflicts. “Peacebuilding” is needed in various fields, such as law, politics, economics, and police. Thus, it also requires human resources with capabilities in diverse areas. Hence, the “Global Peacebuilders Program” was established by the Ministry of Foreign Affairs of Japan to cultivate experts with a focus on “human resource development”. The HPC runs the Global Peacebuilders Program while reflecting upon the history of reconstruction of Japan. It has a symbolic meaning to send peacebuilding experts into the world from Hiroshima where Japan achieved miraculous post-war reconstruction. It is expected that the genuine peacebuilding experts will greatly contribute to peacebuilding effort around the world.

This fiscal year marks the 16th anniversary of the Primary Course which was initiated in 2007. The total number of Japanese graduates from the 1st to the 14th years is 203, and 105 of them (approximately 52 percent of the total number) work in international organizations as regular staff, consultants, Junior Professional Officers (JPOs) or UN volunteers (UNVs) whose contracts were extended after their overseas assignments in the Primary Course, national staff and so forth. There are 97 Japanese graduates in total from the Mid-Career Course which started in 2015. They work actively worldwide in various positions with different duties utilizing knowledge and skills acquired from the Program. On this page, we will reflect on the history of the Global Peacebuilders Program to explore its attractive characteristics.



Interview with graduates from both Primary and Mid-Career Courses

Some graduates from the Primary Course participated in the Mid-Career Course after building up their careers in international organizations. We will explore what kind of influence participation in Primary and Mid-Career Courses could have on the career development of graduates through interviews with two graduates from both Courses.

Mr. Kiyonobu FUTORI

- Graduate of the Primary Course Program of JFY2014
- Former participant of the Mid-Career Course Program of JFY2020

Q

What prompted you to participate in both Primary and Mid-Career Courses?

A

Since I was a graduate student, I experienced several internships, aiming at working for an international organization in the field of rule of law. After obtaining my PhD, I was looking for a place to gain essential work experience at the United Nations, and I was attracted to the Primary Course, which offered one year of experience as a UN volunteer. Since then, I was fortunate enough to continue working at an international organization. I decided to join the Mid-Career Course in order to improve my management skills to go up to the next level in my career.

Q

Tell us about your career paths after the Course.

A

I extended my contract for one year with the Office of the United Nations High Commissioner for Refugees in Kigali, Rwanda, where I was sent as part of the Primary Course training since 2015. As an Associate Protection Officer, I dealt with urban refugees, while being involved in several research projects targeting refugee camps across the country. Then I passed the JPO exam and started working as an Associate Analyst in the Division of External Operations of the Registry of the International Criminal Court in 2017. I continue conducting analysis of political and security-related information. After a short-term contract, I was hired as a regular staff, based on a fixed-term contract in 2020.

Q

What do you think are the attractions of each Course?

A

The Primary Course is one of the few useful programs for Japanese as a first step to a career in international organizations. In fact, many of HPC graduates have successfully used their UNV assignments as a starting point for further career development, including JPO. The Mid-Career Course was a great learning opportunity for me because I was able to acquire knowledge and perspectives in a systematic way, which will be useful in my future career as a manager. I think the most attractive thing that both courses have in common is to expand network among those sharing the same purpose and receive direct feedback from experienced lecturers, at different stages of their careers. These connections have had a positive impact on me to this day, not only in terms of information sharing, but also in the constant inspiration they have given to me. It was also a good opportunity for me to recognize my strengths and weaknesses while sorting out how to express myself in a career at international organizations.

Ms. Yoko TATSUNO

- Graduate of the Primary Course Program of JFY2008
- Former participant of the Mid-Career Course Program of JFY2017

Q

What prompted you to participate in both Primary and Mid-Career Courses?

A

I applied for the Primary course as I was looking for an opportunity to gain a working experience in the UN system at the end of my master’s programme. I was doing an internship with ADB(Asia Development Bank) in the Philippines. But luckily, my supervisor and my school agreed to allow me to shorten the internship so that I can participate the Primary course in Japan. I applied for the Mid-Career Course because I was looking for a chance to enhance my communication/negotiation skill as a team-lead of the procurement team at the WHO regional office for Europe. It was the first time for me to lead a team, so I was desperate to gain tips, dos/don’ts from other senior UN staff.

Q

Tell us about your career paths after the Course.

A

I started to work as a JPO at WFP headquarters in Rome Italy as a procurement officer after the Primary course. Three years later, I gained a post at WHO regional office for Europe as the regional procurement officer. I have been working for WHO since then.

Q

What do you think are the attractions of each Course?

A

The best part of the Primary Course was that I developed a bonding with my classmates who have the same aspiration to contribute to peacebuilding. Even though more than 10 years have passed, we are still in touch, talking about personal and work-related issues to find a solution. There are bumps on the road in developing careers, but we are not alone. During the Mid-Career Course, I gained very useful advice and tips from the experienced UN staff who kindly reviewed my issues.

The Global Peacebuilders Program has been developing with the support of many people. We aim to further improve our “human resource development program” by making the most use of know-how and networks gained from our operation so far. We hope that graduates will continue to play active and important roles in the fields of peacebuilding and development!

Be a peacebuilder!

Career Development through the Program

The Program for Global Human Resource Development for Peacebuilding and Development is in its 16th 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. We think it is important to construct a professional network and to gain as much knowledge as possible from the experience of our many graduates for career development. Once again, this year's Primary Course had many graduates contributing to the Course as facilitators and they shared their various insights. On this page, we introduce insightful conversations with two such graduate facilitators.



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. Spearheaded 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.

Q. What inspired your decision to pursue a career in development, peacebuilding, and humanitarian assistance? I would appreciate learning about your journey in working for the UN and the factors that influenced your choice to join the organization.

The decision to pursue a career in development, peacebuilding, and humanitarian assistance was driven by a combination of factors. One of these was my experience as a student-athlete, representing Fukuoka Prefecture and the Kyushu area in rugby, competing against international teams. This exposure to global sports ignited a desire to work globally. In addition to this, my experience of hearing from a guest speaker at my school about the challenges faced by people in developing countries also resonated with me.

On a more personal level, while studying in the UK as a Ph.D. research student, I collaborated with UNICEF and international NGOs on joint research focused on "water supply in remote areas" in Africa. During my time in rural Zambia, I met warm and kind-hearted people and witnessed the heartbreaking reality of young children dying from diarrhea caused by contaminated water and inadequate medical services. Attending funerals became a daily occurrence, and seeing once vibrant children placed into small, pristine coffins profoundly impacted me. This experience solidified my belief that the situation was unjust. The simple desire to help them live better lives, by tackling the negative cycle caused by inadequate water, became my strongest motivation.



Q. When did you choose to focus on 'water,' and what factors influenced your decision to pursue it as your specialty?

Initially, my interest lay in nature and the environment, which led me to pursue an undergraduate major focused on "water as a limited resource." My research involved managing and protecting groundwater resources through the study of underground dams and artificial groundwater recharge. While collaborating with an international student from Ghana, I became

increasingly aware of the global issue of people lacking access to clean drinking water. This realization, combined with the importance of treating water as a precious resource, shifted my interest toward the connection between "nature, people, and water in our daily lives." I chose "water" as my specialization for two main reasons: 1) its direct relevance to our everyday lives, and 2) a chance encounter with a mentor in my third year of university. This mentor, a specialist in groundwater, inspired me with their passion and energy, making me think, "I want to follow this person!" His guidance and expertise have been invaluable in my journey.



Q. What aspects of a career at the UN do you find most appealing?

What I find appealing about a career at the UN is the opportunity to collaborate with individuals from diverse backgrounds, nationalities, cultures, and areas of expertise to address issues faced by vulnerable communities, and tackle global challenges that transcend national and regional boundaries. The role often involves working in various fields, being surrounded by nature in most cases, engaging with people from all walks of life. While there is a sense of responsibility and pressure, I am genuinely grateful and fulfilled by the ability to work in the field, directly impacting people's lives and livelihoods. Though there are advantages and disadvantages to working for the UN, my journey to this point has been serendipitous, and I feel that the UN is the right fit for me.

Q. Do you have any tips or advice for attaining one's desired career progression?

To be honest, there are no specific tips (laughs). However, one important aspect is "to have your core focus," while also not being afraid to change the organization or adapt to different environments. When I started my Primary Course, I knew I would be working on WASH (Water, Sanitation, and Hygiene) and didn't think much beyond that. As I tackled water sanitation issues as a WASH specialist, I realized the challenges were more complex than I initially thought. Considering my options, I realized that staying in one

organization might limit my ability to address these issues effectively and comprehensively. By actively engaging with other organizations, learning from diverse perspectives, and cultivating new expertise, I could expand my assets and viewpoints, enabling me to tackle water sanitation issues more holistically.

It's not about remaining in the same organization indefinitely but genuinely confronting the challenges and domains you wish to address. You can elevate yourself by exploring and creating environments where you can acquire the necessary skills and knowledge to tackle these issues. Personally, I believe this approach is essential for growth. It is not easy of course, but I feel the UN has the capacity to embrace individuals who navigate between different entities. The concept of "Delivering as One" and the goal of fostering synergies in support by streamlining coordination among UN agencies have been advocated for some time. With WASH as my core focus, I am striving to realize One UN at an individual level by transitioning between different UN agencies, aiming to better connect peacebuilding, humanitarian assistance, and development efforts (laughs).

Q. What guidance would you offer to someone uncertain about pursuing a career in the UN and international organizations?

Working in an international organization is not the definitive path in life. If you try it and find that it doesn't suit you or feels wrong, leaving is perfectly fine. Instead of basing your judgment on what you hear from others, making an informed decision by venturing out and experiencing it for yourself can be more fulfilling for you. The UN represents just one option for international cooperation. However, the UN is quite worthwhile as an organization where people can excel by leveraging their unique experiences and expertise with diverse backgrounds. If you're uncertain about your future career, I recommend giving it a try at least once and, based on your experience, exploring a path that suits you best.



Ms. Mari MASUOKA

A graduate of the Primary Course Program JFY 2012. Since high school, she has been dedicated to her passion for the field of food relief and aspired to work for the World Food Programme (WFP) of the United Nations. Upon completing the Primary Course Program, she was assigned to the WFP Myanmar Office as overseas assignment. She then went on to work as a Junior Professional Officer (JPO) at WFP's Rome headquarters before being appointed as the Director of the Lagos Branch of the WFP Nigeria Office, where she was responsible for overseeing emergency humanitarian assistance operations. As of September 2021, she has been in charge of the Supply Chain Operations at WFP's Afghanistan office, which is the largest operation of WFP to date. She holds a bachelor's degree of Policy Studies from Keio University and a master's degree of Social Policy from the London School of Economics and Political Science.

Q. Building the career you desire in the UN is not an easy task. Do you have any tips or advice for achieving the desired career development?

Here are three things that I have considered important in my own journey towards building my desired career:

First thing is building a skill set that is centered on your "strengths". Analyze what are the essential skills within the organization and strive to acquire them to the best of your ability. Then, create as many "weapons" of expertise as you can, in areas in which you believe you excel. I believe that focusing on "what you are good at" from others' perspectives is more impactful and efficient than just focusing on "what you want to do." I wish I had dedicated more time to developing my skills during my student days or earlier in my career because such period of time is an asset in which you can invest in your growth.

Second thing is: developing a habit of "analysis". Whether it is yourself, a colleague, a team, or a situation, I believe that it is crucial to analyze the situation before gaining a clear understanding of it. In terms of career development, analyzing the strengths and weaknesses of your team can help you identify areas to which you can contribute, and analyzing your own strengths and weaknesses can make it easier to focus on the necessary area of skill development for your desired career path. Additionally, I think it is vital to set priorities and a timeline for both work and non-work pursuits to achieve a fulfilling and desired career.

The third thing is adopting a strategic, positive, and passionate approach. In my experience, building skills and gaining experiences takes time and can be challenging at times. Despite setbacks, it is important to maintain a calm, strategic mindset, plan for the long term, and stay positive and enthusiastic about the challenges and issues at hand. This approach can frequently be a great source of mental support.

Q. Thank you so much. When working for an international organization, there may be various challenges such as the risk of working in a dangerous location, family responsibilities, child-rearing, and marriage. How can one effectively manage and overcome these challenges while building a career?

This is an incredibly important topic for everyone. While it may vary individually, for me, finding a balance between my role as a front-line emergency responder for the WFP and my family and private life is always a significant challenge. I came to understand that

balancing these things may not be possible all at once when going to a dangerous location without my family, so I try to make a plan step by step with priorities and timelines.

When developing or reviewing my career plan, I keep three key considerations in my mind. Firstly, ensuring that my plan is flexible enough to adapt to unexpected events. This includes being prepared for sudden opportunities, illnesses, changes in my family or partner's circumstances, and other unforeseen events. Having a flexible plan makes it easier to respond and adjust when things occur that are outside of my control. To achieve this, I also make sure to schedule regular health check-ups, stay informed about transfer or leave policies, and gain the understanding and support of my supervisors. Secondly, I create my plan based on my own pace and happiness, without comparing myself to others. Happiness is a personal measure and it's up to you, not the organization. As such, I make my career plan based on what works best for me at my own pace. Finally, I involve my family and partner by sharing and discussing my plan with them to gain their understanding. This may seem like a simple step, but talking through my goals and aspirations with my partner helps to align our timelines and goals more effectively.

In addition, the UN offers a flexible work environment that aligns with your personal plans. You have the option to explore various possibilities, such as transferring to a location where you can bring your family or taking leave, and I believe that these resources can help you turn difficulties into opportunities. It's crucial to maintain a positive outlook, embracing challenges as you build your career and navigate your particular stage of life with such assistance.

Q. Finally, do you have a message for those seeking employment with international organizations?

Working with international organizations presents its own set of challenges, but it is also an incredibly exciting and fulfilling workplace. You have the chance to gain valuable experiences that are not easily found elsewhere, broaden your perspective, and experience significant personal growth. Collaborating with colleagues from diverse backgrounds on common issues may be challenging, but it can also be incredibly rewarding. If you're considering this path, I highly encourage you to embrace the challenge. I look forward to having the opportunity to work together!





Facilitator | Mr. Kenro OSHIDARI

Former Regional Director WFP Regional Bureau for Asia Bangkok Thailand / Guest Lecturer- Sophia University- Waseda University / Managing Director - Association for Aid and Relief (Japanese International NGO) / Director, Board of Directors- Japan Association for the World Food Programme

He was born in Meguro Ward, Tokyo in 1956 and attended an international school in Tokyo through high school before pursuing higher education in the United States. He obtained a Master's degree in International Administration from the School for International Training in Vermont, USA. From 1989, Mr. Oshidari was working for the United Nations World Food Programme (WFP). Throughout his career, Mr. Oshidari played a significant role in emergency food assistance efforts. In 2006, he led one of the largest emergency relief operations at the time in the Republic of Sudan, supervising a diverse staff of 3,000 people from 77 nationalities. From 2009 to 2014, he served as the WFP Regional Director for Asia, based in Bangkok, Thailand, and was responsible for overseeing assistance in 14 Asian countries. Mr. Oshidari was also on the ground in Afghanistan and North Korea, directing WFP field operations in those countries. Currently, he is dedicated to nurturing interest in international cooperation among younger generations in Japan through training and education.

Featured Peacebuilders

In the Global Peacebuilders Program, we bring together skilled facilitators with extensive experience in international peacebuilding efforts and professionals currently active in various international organizations. These facilitators offer valuable training and serve as inspiring role models for future peacebuilders. On this page, we introduce an interview conducted by Dr. Hideaki Shinoda, the Program Director, with Mr. Kenro Oshidari, a long-standing facilitator of the program. He has contributed to this program as a facilitator of the Primary Course for 9 years and of the Mid-Career Course for 8 years. He gave superb insights based on his abundant experience with the Program Associates and participants and gives them supportive pushes forward through his generous guidance onsite in Tokyo and Hiroshima.

Dr. Hideaki SHINODA × Mr. Kenro OSHIDARI

Dr. Shinoda To begin with, could you share with us what inspired you to embark on a career with the United Nations?

Mr. Oshidari In my case, joining the UN wasn't initially part of my plan; it happened by chance. It was while working part-time at the Japanese consulate office in the U.S., shortly before completing my master's program. One day, a representative from the Permanent Mission of Japan to the United Nations visited the consulate office and they mentioned they were seeking Japanese students studying in the US (those who can speak English fluently), as they were facing a shortage of Japanese staff in the UN. The consulate staff recommended me, as I was a young graduate. Although I had never previously considered working for the UN, I found the opportunity intriguing, so I accepted the offer. Following our conversation, I was invited for my interview at the UN Development Programme (UNDP) headquarters in New York. At that time, I had little knowledge about the UNDP, but I was offered a position as a Junior Professional Officer (JPO) in Libya. That's how my UN career began.

Dr. Shinoda Consequently, you've had a lengthy career with the UN. Could you tell the story leading to your extensive involvement with the organization?

Mr. Oshidari Following my work with UNDP, I joined UN-Habitat and eventually the WFP. I found the UN's working environment to be a good fit for me, which is why I continued my career there. One of the appealing aspects of working for the UN is the opportunity to collaborate with people from various nationalities, which I believe is incredibly valuable. Having attended international schools growing up, I felt comfortable in environments featuring diverse backgrounds, cultures, values, and nationalities. In particular, during my tenure as the WFP Country Director in Sudan, I managed a team of 3,000 staff members from 77 different nationalities. Many people assumed that leading such a diverse team must have been challenging, but I actually found it quite "enjoyable." I believe that's one of the reasons I was able to continue working with the UN for so long.

Dr. Shinoda As a result, you spent an extended period working with the WFP. What specific aspects of the organization drew you to it?

Mr. Oshidari One of the main reasons I was drawn to the WFP was the simplicity of its mandate—"delivering food". Additionally, I found that the urgency of humanitarian aid, which demands immediate results, suited me better than development work that might require a longer wait for outcomes. I'm a rather simple person [laughs]. I preferred being on the front lines and in the field, as opposed to working behind a desk. The WFP appealed to me because it was less bureaucratic and had a strong sense of urgency, despite the organization's somewhat rough-and-tumble culture. I believe the WFP is unique in its ability to provide food aid on such a large scale, which made



the sense of responsibility and the extensive scope of operations particularly attractive to me.

Dr. Shinoda Mr. Oshidari, you've enjoyed a long and successful career with the WFP, and have even been referred to as a "legend." Despite that, during your journey, did you encounter any challenges in building your career?

Mr. Oshidari In the WFP, the typical personnel system involves applying for the next desired position. However, in my case, from the very beginning, the WFP would approach me and ask, "Kenro, would you like to go here next?" I would simply agree and dive in without giving much thought to my future career trajectory, just going with the flow. There was only one occasion when I applied on my own for a position in "Evaluation" at the headquarters in Rome, but I couldn't really adapt to the role and left after less than six months [laughs]. I believe I wasn't well-suited to evaluating other people's work, as I'm more inclined to take on the tasks myself. On the other hand, I truly enjoyed all the positions that the WFP offered me, and I started to think they knew me better than I knew myself [laughs]. I had the freedom to work as I pleased in every assignment, so I feel like I was "nurtured" by the WFP rather than "working in WFP".

Dr. Shinoda It seems you had a great fit with the WFP. Over your 34-year career with the UN, your professional journey has been smooth sailing. Nevertheless, were there any moments during that time when you contemplated leaving your work?

Mr. Oshidari I never considered quitting due to dissatisfaction with my job. However, there was a moment when I thought about leaving the UN because of family concerns. Prior to moving to Rome at age 40, I was stationed in Cambodia and had spent a significant amount of time away from my family. I questioned whether I could continue being so distant from them and felt that I wasn't doing enough for my sons, which led me to consider quitting. My wife and children respected my work and never complained, and I truly enjoyed my job. However, when my sons were in early elementary school, I began to feel that I hadn't fulfilled my role as a father. They had lived with me in Nairobi when they were young, but from elementary school onwards, they started living in Japan, resulting in a lengthy period of living apart.

Dr. Shinoda It appears that many individuals working in international organizations, including those who have participated in this program, contemplate quitting at least once. In your case, you remained with the UN for an extended period. What was the driving force or mindset that sustained your commitment to working in the humanitarian field, even when facing potential risks to your own life?

Mr. Oshidari My reason for working with the UN for so long is quite simple - I genuinely enjoyed my work at the WFP, and I believe it was a great fit for me. It's important to be honest with yourself about whether or not you're well-suited for the job and whether you truly enjoy it. When you're stationed in a new location every two or three years, facing unfamiliar cultures, working with new colleagues, and initially not having any friends, some people may find it challenging, while others might view it as an adventure. If you see it as an adventure, you'll have the opportunity to visit countries that most people can't, and you'll never be bored. It's crucial to consider which values are important to you. For me, the work itself provided a sense of purpose, and I took pleasure in collaborating with my dedicated colleagues.



Dr. Shinoda A significant number of Program Associates joining the Primary Course are in their early 30s. In your opinion, what should they consider at this stage of their lives to establish their values and priorities?

Mr. Oshidari It's natural to be uncertain about your priorities and values in your early 30s. However, by the time you reach your late 30s, I encourage you to consider whether you excel at leading teams and overseeing others or not and whether you wish to pursue a career in management. If that's not your strong suit, you can choose to get promoted in your area of expertise. It's important to consider these two major career paths when planning for the future. Those working for organizations with rotation systems like WFP, UNICEF, and UNHCR often focus solely on their next posting, but it's also crucial to think about



the longer-term future. This is especially true for those with families; it's important to consider not just the immediate post or position, but also your career and family life in the long term (for example, 10 years down the road). Reflecting on my own experiences, I didn't really think about the future or such matters [laughs.] I wish I had given it more thought.



Dr. Shinoda Reflecting on your career at the UN, what would you say was the most enjoyable aspect and, conversely, the most disappointing or challenging aspect?

Mr. Oshidari The most challenging aspect of working for the WFP was undoubtedly the loss of many cherished colleagues due to the inherent risks in the field. Even after retirement, I cannot forget or heal from the wounds of losing close friends. To be honest, there were times when I thought that such a tragedy could happen to me as well. This is the most negative aspect of the job. On the positive side, everyone at the WFP shared a passion for "helping people," which fostered a strong sense of unity. Even when we faced difficult farewells, we would support one another and continue working towards our goals. I met many individuals I could truly rely on, and I consider them to be my dear friends even today.

Dr. Shinoda You have placed a strong emphasis on leadership in the HPC program. Could you discuss the importance of leadership? Additionally, please share any personal insights or feelings you have about leadership.

Mr. Oshidari First and foremost, leadership is not about positions or power, and it's not something that only senior staff need to possess. It's not a skill to acquire, but rather a mindset to cultivate. In my view, the most important aspects of leadership are "being fair" "having courage," and "consideration for your colleagues." These three qualities are also crucial for a high school baseball or soccer team, or even among friends. Throughout my career, I have encountered various types of leaders - some I admired, and others I wouldn't want to emulate. It is essential to learn from these experiences and create an ideal image of the kind of leader you aspire to be.

Dr. Shinoda Thank you very much for sharing your insights. As we conclude, could you please offer a message to the graduates and future trainees/ participants of this program who aspire to build their careers in international organizations?

Mr. Oshidari I recommend you to jump in and try everything out. I like the field basically, but I was also able to gain experience in policy and human resource departments at the Rome headquarters through trial and error in my career, which broadened my perspective and allowed me to create new personal networks. Experience at the headquarters was also very important for me. Even when going to a new country and not knowing anything at first, I think it's best to jump in without being too afraid. As you accumulate a lot of experience, you gradually learn your strengths and weaknesses, preferences, and dislikes, so be honest with yourself and think about your career. One thing I would like you all to think about in your UN career is promotion: I have seen many people get depressed when they don't move up in ranks, such as P3, P4, or P5 (the designation for UN positions), but from the perspective of someone outside the UN, such ranks have no meaning whatsoever. Rather, you should think about whether the work you are doing now is fulfilling and interesting for you, or not. As you gain experience, your responsibilities naturally increase, and you also acquire the skills to handle them. Rather than being swayed by job titles and ranks, it is important to feel a sense of fulfillment in your work and to work well with your colleagues. If you have participated in the HPC Primary Course and become a UN staff member, you have been selected for a quite special job, so I hope you will continue with passion. For those who are thinking of entering this career path or are undecided, I recommend the HPC Primary Course. For someone who jumped into the UN knowing nothing about it, like me, I think it is a very luxurious and enviable opportunity to learn a lot of useful knowledge from a variety of facilitators who are active all over the world.

Looking back on my career, I still find the UN a very fun and interesting place to work, and I love my job as an emergency humanitarian aid worker. I hope that you will have the courage to take on more and more challenges.

