

# Study on Human Resources Development in International Cooperation for Peace

## Recommendations by the Advisory Group

(Provisional Translation)

April 23, 2004

### Introduction

The frequent occurrence of regional and ethnic conflicts since the end of the Cold War has given rise to a view stressing the importance of facilitating transition from fragile ceasefire to sustainable, stable peace, promoting rehabilitation of areas damaged by civil war, and preventing the recurrence of conflict through international peace cooperation, over and above traditional UN Peacekeeping operations. Japan must address diverse situations that call for effective international peace cooperation, without interruption or delay, by expanding and increasing its contributions to international peace based on experience acquired through cooperation in locations such as Cambodia, Kosovo, Timor-Leste, and Afghanistan.

However, in Japan there is a lack of personnel who possess the expertise and experience necessary to participate in international peace cooperation, and thus, training such personnel is an urgent task for Japan. Japan also faces the pressing need to establish a method of dispatching such personnel speedily and effectively to international cooperation sites.

Officials gathered for this meeting considered the recommendations submitted by the Advisory Group on International Cooperation for Peace (AGICP) in 2002 and examined a broad range of ideas for creating the training mechanism, that Japan needs to provide contributions of personnel to assist in resolving a variety of problems that call for international peace cooperation. Members of the advisory group for this Study hope the recommendations presented below will contribute to the establishment of concrete plans of action by concerned central government ministries and the Japan International Cooperation Agency (JICA).

### 1. Securing Human Resources

Many young people are interested in and enthusiastic about international peace cooperation. However, many of them take no active part in international peace cooperation because they lack the opportunity to gain information about what career path they should choose and what skills they need to acquire in order to prepare themselves to engage in activities of this kind. Japan must expand its recruitment base and increase its manpower pool in order to be able to continuously make personnel contributions to international peace cooperation initiatives.

Japan, thus, needs to provide citizens with more opportunities to deepen their understanding of international peace cooperation and to provide relevant information. The Government of Japan should strive to make information easily accessible to citizens and study methods for disseminating this information effectively. For example, the Government of Japan needs to forge closer connections among the personnel databases maintained by the offices concerned (International Peace Cooperation Headquarters of the Cabinet Office; Ministry of Foreign Affairs (MOFA); Ministry of Education, Culture, Sports, Science and Technology (MEXT); and JICA), and make the linkage to such databases easier to understand. It is also important that the content of registered individual information go beyond simple, objective personal data, to include information on skills and desires, based on interviews and other types of in-depth research. Persons who desire to take part in international peace cooperation in many cases find it difficult to accept flexible deployment on or as-needed basis because of restrictions placed upon them by their schools or companies. Japan needs to take such problems seriously and consider establishing a system that facilitates such assignments within its overall employment structure. The Government of Japan should make a list of individuals who have taken part in international peace cooperation activities and make this list available to parties seeking personnel for specific types of international peace cooperation.

The Government of Japan should study methods for securing a large number of experts and engineers affiliated with governmental agencies and local governments for participation in international cooperation, and methods for dispatching these individuals to the UN and other international organizations for fixed periods of time. The procedures for dispatching central and local government employees to international organizations should be streamlined. It is also important to consider establishment of a system that enables public servants to take leave for the purpose of participating in international peace

cooperation activities, and assignment of adequate importance to participation in such activities within public servants' career paths.

Establishing a system to support private company employees who choose to leave their jobs for fixed periods of time and take part in international peace cooperation activities should be considered, following the example of private companies and organizations that have taken steps to allow their employees to join the Japan Overseas Cooperation Volunteers (JOCV) without losing their employment status.

In addition to the Self-Defense Forces (SDF) and police officers, government employees, UN staff members, NGO members, and other civilians should take an active role in international peace cooperation activities. UN organizations, NGOs, and governments must cooperate to improve security on the ground, and the Government of Japan should try to increase understanding and support for such activities by explaining these points to a broad spectrum of citizens.

## 2. Fostering Human Resource Development

To join in international peace cooperation activities, it is desirable for concerned persons to undergo individualized training which will equip them with the additional required tools. Field experience, in addition to theoretical and language studies at universities and other schools, is extremely important for participation in international peace cooperation activities. Field experience in developing regions is particularly useful for international peace cooperation activities, and such experience does not necessarily have to come from regions in conflict. In this respect, providing undergraduates and postgraduates who desire to devote themselves to international peace cooperation activities maximum opportunities to acquire field experience is essential. Several Japanese universities already give credit to undergraduates and postgraduates who join JOCV, participate as volunteers in other international peace cooperation activities, or work as interns at MOFA, JICA, and other organizations. It is desirable that other universities take the same step. Universities should also be urged to hire faculty members with relevant field experience, to teach courses related to international peace cooperation.

In Japan, there is insufficient expertise and experience in specialized areas, security management and related fields. Forging partnerships with overseas bodies possessing the requisite knowledge (universities, international organizations, NGOs, and others) or international organizations that maintain their headquarters and offices in Japan should be encouraged in order to permit Japanese interested in peace cooperation activities to take advantage of the trainings they offer.

Universities should amplify both faculty and course offerings in the field of international peace cooperation, upgrading the content of lectures and promoting practical instruction by faculty members with field experience. In the future, it would be desirable to develop a curriculum for students wishing to take part in international peace cooperation activities and to assist such students in improving their basic skills.

Many members of Japanese society at large have the potential to serve in international agencies and work at international cooperation sites without complex training. The development of training programs for young workers and retired or retiring persons will facilitate efforts by the parties concerned to find and train candidates for international peace cooperation activities. It is vital that JICA and other organizations take a leading role in developing such programs, and that the Government of Japan encourage private-sector initiatives for developing them. It is desirable that the government and private sector cooperate to support the hiring of individuals who have completed such programs, as experts in technical cooperation for ODA, or assist them in finding jobs with international organizations and similar agencies.

The governmental agencies and other concerned parties should cooperate in sharing information, including information on safety measures, which is of potential benefit to Japanese participants in international peace cooperation activities. The members of this advisory group believe that training personnel with these agencies and foreign counterparts will be important with a view to increasing personnel exchanges.

The fact that international peace cooperation activities are often needed in conflict-affected and surrounding areas must be considered, and the quality of security training must be enhanced to ensure the safety of dispatched personnel. Organizations dispatching personnel also need to be attentive to security

requirements.

### 3. Utilization of Human Resources

The rapid and effective dispatch of personnel to international cooperation sites requires reliable databases, thorough preparation, and careful on-site adjustments. The career paths of individuals who have taken active part in international cooperation activities are becoming another serious issue. It is necessary to develop an environment in which individuals who have gained valuable field experience with international and other organizations can work, in Japan, for example, as university faculty members and development experts while awaiting their next field assignment, in order to facilitate their long-term participation in international peace cooperation activities.

It is important to organize a dispatch system through cooperation among governmental agencies, NGOs and international agencies. The Government of Japan must entrust the liaison conference instituted under the Action Plan with systematic monitoring in order to avoid vertically divided administrative functions, which result in inefficiency in securing and utilization of human resources.

The members of this advisory group propose that the Government of Japan consider the following ideas for enhancing cooperation with international organizations.

- Study the possibility of increasing the size of Japanese contributions to United Nations Volunteers (UNV), and dispatch more Japanese volunteers to sites where international peace cooperation activities are in progress through UNV programs, in consultation with the UNV secretariat.

- Promote the Junior Professional Officer (JPO) program for Japanese and dispatch JPOs to sites where international peace cooperation activities are being conducted by international organizations such as the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), the World Food Programme (WFP), and the United Nations Development Programme (UNDP). Assist Japanese JPOs in spending at least three years at international cooperation sites and increase support for former JPOs who wish to remain in international organizations as regular staff

members.

- When the Government of Japan makes voluntary contributions to international organizations involved in international peace cooperation, request at the early stage that those organizations ensure that the number and the levels of the Japanese nationals they hire are in proportion to the size of the contributions.
- Increase support to Japanese NGOs for expenses involved in dispatching their Japanese staff members to international cooperation sites in for the purpose of acquiring field experience.
- Encourage Japanese NGOs and international organizations to establish many channels for exchange of opinions and discussion.
- Government employees, UN staff members, NGO members, and other civilians are often required to perform international peace cooperation activities in conflict-affected and the surrounding areas. Adequate security measures should be taken by the respective parties concerned, including individuals, organizations dispatching cooperation personnel, and government. It is important to have opportunities for discussion of these issues as required among the parties concerned and to make sufficient preparations in order to coordinate security measures taken by UN organizations and by NGOs, so that Japanese UN and NGO employees who take part in international peace cooperation activities stay out of danger.

#### 4. Follow-up

The follow-up to the recommendations submitted by the AGICP in 2002 was partially realized in the Action Plan developed through the Study on Human Resources Development in International Cooperation for Peace in the civilian training area. However, as the AGICP report pointed out, the Government of Japan must take urgent action to follow up in the area of comprehensive training for future cooperation personnel, including SDF members and civilian police. Members of this advisory group also expect the Government of Japan to take concrete steps toward developing an organic mechanism covering all international peace cooperation activities, for the purpose of training specialists who plan to participate in international peace cooperation activities, recruiting such specialists utilizing their skills to provide

technical assistance, dispatching them to international organizations and other agencies, and facilitating their career development after field assignments in a comprehensive and effective manner.

The Government of Japan should set more concrete targets for securing, fostering, and utilizing the personnel required to make future contributions to international peace cooperation and study the methods by which to achieve these targets.

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