

<Attachment 2-1>  
Course Overview

“Mid-Career Course” (JFY2015)

The Mid-Career Course targets those who have work experience in fields related to peacebuilding and development, and aims to enhance their skills and knowledge on communication/negotiation and leadership/management and provide an opportunity to develop networks with expert practitioners.

In particular, this course targets those who have the strong will to utilize their experiences to date to further their careers in peacebuilding and development, in particular in UN Peace Operations (Peacekeeping Operations (PKOs) and Special Political Missions (SPMs)).

The 7-day training course aims to achieve these objectives through interactive discussions and role-play exercises led by experienced facilitators working on the front lines of peacebuilding and development at the UN and other international organizations. Along with strengthening the comprehensive adaptability required to overcome challenges such as changes in positions within organizations and increasingly complex responsibilities, the course also aims to improve the performance of individual participants based on feedback from facilitators. It also strives to provide the participants with opportunities to develop the networks invaluable for advancing their careers through individual meetings with facilitators to discuss their career plans.

This course will be conducted in cooperation with the UN Department of Peacekeeping Operations, the Department of Field Support, and the Department of Political Affairs.

The course will take place at the National Olympics Memorial Youth Center (3-1, Yoyogi Kamizono-cho, Shibuya-ku, Tokyo, Japan).

The course will be conducted in English and is open to nationals of any country.

Please find the curriculum in the next section. The schedule is tentative and facilitators may change accordingly.

Curriculum (*Tentative*)

Date	Agenda	Contents	Facilitators
<b>Communication and Negotiation Competencies in International Organizations</b> <b>[1<sup>st</sup> Stage Training on Communication]</b>			
9 Jan (Sat), 2016 <u>Day 1</u>	<Overview of Communication and Negotiation> 1) Introduction: Practical Requirements to Work Professionally at the UN	Communication skills required for international organizations such as the UN. General introduction to enhancing communication competencies covering	Kenro Oshidari, Andrew Cassim, Veronica Pedrosa, Takaaki Mizuno, Hideaki Shinoda,

	<ul style="list-style-type: none"> <li>2) Tips for Effective Negotiation Skills</li> <li>3) Tips for Effective Oral Communication</li> <li>4) Tips for Effective Writing Communication</li> </ul>	negotiation, oral and written communication in the practical environment of international organizations.	Yuji Uesugi, Sukehiro Hasegawa, <i>et.al.</i>
10 Jan (Sun) <u>Day 2</u>	<p>&lt;Practical Interpersonal Skills&gt;</p> <ul style="list-style-type: none"> <li>1) Negotiation with Your Supervisors</li> <li>2) Collaboration with Your Colleagues</li> <li>3) Coordination with Other Agencies</li> <li>4) Negotiation with Local Stakeholders</li> </ul>	Tips to develop inter-personal relations in international organizations. Scenario-based exercises to highlight various issues in the environment of the UN.	
11 Jan (Mon) <u>Day 3</u>	<p>&lt;Practical Public Relations Skills&gt;</p> <ul style="list-style-type: none"> <li>1) Representing your Organization</li> <li>2) Presentation at a Conference</li> <li>3) Presentation to your Donors</li> <li>4) Preparation for Media Interviews</li> </ul>	Nature of formal communications and public outreach. Scenario-based exercises in which various public communication skills play a crucial role for successful outcomes.	
<p><b>Leadership and Management Competencies in Multidimensional Peace Operations</b>  <b>[2<sup>nd</sup> Stage Training on Leadership]</b></p>			
12 Jan (Tue) <u>Day 4</u>	<p>&lt;Overview of Leadership and Management&gt;</p> <ul style="list-style-type: none"> <li>1) What are Leadership and Management Competencies?</li> <li>2) Various Types and Layers of Leadership and Management in UN Peace Operations</li> <li>3) Leadership and Management Challenges in Practice</li> <li>4) Leadership and Management for Stakeholders</li> </ul> <p><i>Review Special Session and Social Exchange</i></p>	Leadership and management competencies required in the UN system with special reference to multidimensional peace operations. Leadership and management competencies required within UN peace operations and with local stakeholders.	Sukehiro Hasegawa, Jasbir Lidder, Robert Gordon Jack Christofides, Mari Yamashita, Shigeki Komatsubara, Hideaki Shinoda, Yuji Uesugi, Kenro Oshidari, Officials of Guidance & Learning Unit, Policy & Mediation Division, Department
13 Jan (Wed) <u>Day 5</u>	<p>&lt;Functions and Trends of UN Peace Operations&gt;</p> <ul style="list-style-type: none"> <li>1) Recent Development of UN</li> </ul>	Functions and structures of the UN to enhance leadership and management skills professionally.	of Political Affairs, <i>et.al.</i>

	<p>Peace Operations</p> <p>2) Personnel System of UN Peace Operations</p> <p>3) Partnership with Other International Actors</p> <p>4) Partnership with Regional/National/Local Actors</p> <p><i>Special Session on Liaison with Japanese Funds</i></p>	<p>Concrete examples followed by interactive sessions to deepen understanding towards effective leadership and management competencies within and outside the UN system. (A special session is held with Japanese aid officials.)</p>	
<p>14 Jan (Thu)</p> <p><u>Day 6</u></p>	<p>&lt;Exercise on Planning&gt;</p> <p>1) Planning of UN Peace Operations</p> <p>2) Leadership and Management in the cycle of Planning a Mission</p> <p>3) Group Work</p> <p>4) Plenary Review</p>	<p>Planning process of UN multidimensional peace operations. Role-play group exercise based on a fictitious scenario illustrating how leadership and management skills play a crucial role in the context of planning. Practical feedback to participants in accordance with their performance.</p>	
<p>15 Jan (Fri)</p> <p><u>Day 7</u></p>	<p>&lt;Exercise on Transition&gt;</p> <p>1) Transition for UN Peace Operations</p> <p>2) Leadership and Management in the cycle of Transition</p> <p>3) Group Work</p> <p>4) Plenary Review</p>	<p>Transition process at the closure of a UN multidimensional peace operation leading to sustainable development. Role-play group exercise based on a fictitious scenario illustrating how the utilization of leadership and management skills plays a crucial role in the context of transition. Practical feedback to participants in accordance with their performance.</p>	

**< List of Facilitators >**

- Kenro Oshidari (Member of HPC Council, Former Regional Director for Asia, World Food Programme. As a UN staff, he led humanitarian assistance implemented around the world. He has long years of experience as Regional Director or Country Representative of WFP Offices.)
- Andrew Cassim (Founder & Director of Training, Crucial Communications. He has considerable work experience as an independent consultant for training programs of international organizations including IMF and

WFP.)

- Veronica Pedrosa (Presenter/Correspondent, Al Jazeera English based in Bangkok. She has been working as a presenter or reporter for CNN or BBC in Southeast Asia for more than 20 years. She has experience in reporting on the ground of humanitarian assistance. She also has experience in conducting media training programs for NGOs and humanitarian organizations.)
- Takaaki Mizuno (Member of HPC Council, Professor, Department of English of Kanda University of International Studies. He has considerable experience as an expert of media communication such as a chief correspondent of Asahi Shimbun. Built on the international background, he has been contributing to the training programs in many universities and leader development training programs of the Immigration Bureau of the Ministry of Justice of Japan.)
- Sukehiro Hasegawa (Chair of HPC Council/Visiting Professor, Hosei University and United Nations University/Former Special Representative of the UN Secretary-General for Timor-Leste. Hasegawa served 37 years in the UN system and had 18 years of field experiences in six countries that included UN peace operations in Cambodia [UNTAC], Somalia [UNOSOMII], Rwanda [UAMIR] and Timor-Leste [UNMISSET, UNOTIL, UNMIT] where he acted as SRSG, DSRSG, Humanitarian and Resident Coordinator, Manager of 550 Electoral Supervisors. He was Deputy Executive Coordinator of the UN Volunteers [1987-1993] and UNDP Deputy Regional Director for Asia and the Pacific [1996-1999]. He has acted as a mentor and facilitated eight Senior Mission Leadership [SML] training programs in Cairo, Kuala Lumpur, Tokyo and Yaoundé.)
- Jasbir Lidder (Former Military Chief of Staff of the UN Mission in Mozambique [ONUMOZ] and Force Commander of the UN Mission in Sudan [UNMIS]. He has extensive experience in conflict management and conflict resolution, on both political and military spheres including the implementation of the Comprehensive Peace Agreement [CPA] and the facilitation of the transition of the African Union Mission in Sudan [AMIS] to the African Union-United Nations Hybrid Mission in Darfur [UNAMID]. As Officer-in-Charge South Sudan, he coordinated the South Sudanese Independence Referendum held in January 11, 2011.)
- Robert Gordon (Contracted Senior Adviser to the Challenges Forum.. Former Force Commander of the UN mission in Ethiopia and Eritrea [UNMEE], Former Director of Army Public Relations in the UK's Ministry of Defense, London. He works on contract for the UN DPKO, UN OIOS, UNDP, the British Government and many others as a specialist on peace support operations, and has been the senior mentor and lecturer on all 18 UN senior leadership courses. He has considerable experience in developing and conducting training programs including UN DPKO's senior mission leadership [SML] training program. He co-wrote and helped develop the "Capstone Doctrine", and a course author of the Peacekeeping Operations Training Institute [POTI].)
- Jack Christofides (Director for the Africa 2 Division of the Office of Operations in the Peacekeeping Department of the United Nation. He has considerable experience in peace operations with special reference to human rights issues. He served as the Team Leader for Sudan and the Great Lakes, Chief of Staff of the Office of the Special Coordinator for Lebanon [UNSCOL], Director of the Joint Mediation Support Team on Darfur, Political Director at the UN Mission in Sudan, and stationed in Geneva from 1994 to 1999, as the Chief of Staff to Mary Robinson, the High Commissioner for Human Rights. He received the UN 21 award in 2008.)
- Mari Yamashita (Director and Deputy Head, Peacebuilding Support Office [PBSO]. Former Director of the Asia and the Pacific Division in the Department of Political Affairs, the Director of the United Nations

Information Centre [UNIC] in Japan and the Head of the Political Affairs Office in the United Nations Mission in Nepal [UNMIN]. She served as a Director of the United Nations Information Centre [UNIC] in Japan and the Head of the Political Affairs Office in the United Nations Mission in Nepal [UNMIN]. She has considerable experience in political affairs and electoral assistance of the UN.)

- Shigeki Komatsubara (TICAD Program Adviser, Regional Bureau for Africa, UNDP HQ (New York). Former Deputy Resident Representative/Deputy Country Director (Program) in Ghana, managing the Kofi Annan International Peacekeeping Training Center (KAIPTC). He has experience as a facilitator/lecturer of the training program on peacebuilding.)
- Hideaki Shinoda (Director of HPC/Professor, Graduate School of Tokyo University of Foreign Studies. Ph.D. in International Relations. He authored numerous books and articles on peacebuilding and is winner of Osaragi Jiro Rondan Award and Suntory Academic Award. He has practical experiences of engagements with NGOs, PKO and training workshops throughout the world covering many post-conflict countries. He served as a Program Director of the “Program for Human Resource Development for Peacebuilding” commissioned by MOFA of Japan for 8 years from the beginning of the program.)
- Yuji Uesugi (HPC Program Officer/ Professor, Faculty of International Research and Education, Waseda University. Ph.D. in International Conflict Analysis [UKC]. He has authored many books or articles on peacebuilding. He also has considerable practical experience on the ground of peacebuilding as a staff of NGOs. He served as a Program Officer of the “Program for Human Resource Development for Peacebuilding” commissioned by MOFA of Japan for 8 years from the beginning of the program. )