

SRID Career Development Program

The Fifth International Development Professional Course (IDPC No.5)

Course Outline

Date and Time :

September 20, 2025 (Saturday), 09:00–17:30 JST (Japan Standard Time)

September 21, 2025 (Sunday), 09:00–17:30 JST

Modality : Online via **Zoom** (Language of instruction: **English**)

Organizer: [Society of Researchers for International Development \(SRID\)](#)

Contact: career@sridonline.org

Course Objectives: This course is designed for both Japanese and non-Japanese individuals, pursuing careers in international development organizations (IDOs), including United Nations (UN) agencies and Multilateral Development Banks (MDBs). Participants will gain a foundational understanding of IDOs' missions and core operations, helping them clarify and pursue their career goals in the development field.

Course Structure:

The course is divided into four key themes:

- **Global Development Trends & the Role of IDOs and the Private Sector**
Offers a comprehensive overview of the current international development landscape and the roles of IDOs and the private sector and their interactions.

- **National Partnership Programs**

Introduces frameworks and mechanisms for partnership-building between IDOs and national governments, including other key stakeholders.

- **Project & Program Development and Management**

Focuses on key strategies and methods to design and manage development programs & projects, aligned with the national partnership programs.

- **Recruitment & Career Development in IDOs**

Features HR -related officers from IDOs offering practical insights into recruitment processes, including mock interviews.

Course Features:

Lectures based on the experiences of current and former professionals of IDOs (Attachment 1), referring to operation documents of IDOs;

Emphasis on core professional competencies, including country program and project development skills, relevant throughout a career in IDOs;

Multinational learning environment enriched by participants from developed and developing countries, mirroring the working environment at IDOs;

Optional post-course individual career counseling will be provided.

Tuition: 15,000 JPY, payable by September 13, 2025. The fee is non-refundable.

Participants unable to attend IDPC due to unforeseen circumstances will receive access to session recordings and counseling opportunities to ask questions.

Application Process

To apply, submit the completed IDPC Application Form to career@sridonline.org by September 10, 2025.

SRID will confirm your acceptance and provide detailed instructions upon approval.

Day 1: Missions and Roles of the IDOs & Country Partnership Framework and Program

September 20, 2025 (Sat) JST 09:00-17:30

Outline:

Day 1 begins with understanding the current global development issues and challenges. Participants will learn about the roles IDOs play in addressing these challenges, as well as the growing involvement of the private sector in development efforts. In the afternoon, the focus will shift to how IDOs develop Country Partnership Frameworks and Programs. Participants will gain insight into how these frameworks are formulated through consultations with national governments and other key stakeholders, including the private sector and civil society. Emphasis will be placed on the importance of grounding these frameworks in a deep understanding of each country's socioeconomic conditions and long-term development aspirations.

Sessions	Topics	Learning Contents
09:00-09:05 20:00-20:05 (DC-13) Suzuki Session 1 09:05 – 10:35 Hayashi	Welcome & Course Introduction Overview of Current Global Development Issues and the roles of IDOs	This session will provide an overview of international relations from a long-term historical perspective. In particular, it will examine how the world order has been shaped since World War II, how it has contributed to world development and peace, and what role IDO should play going forward, given that the world order is now in crisis.
Break 10:35-10:50		

Session 2 10:50 – 12:20 Kobayashi	The Private Sector as a Catalyst for Development: IFC's activities and project financing	Learn the activities of IFC, private sector window of WB Group, what they have done and are doing and discuss what needs to be done further.
Lunch Break 12:20-14:10		
Session 3 14:10-15:40 Yamazaki (SRID Kobayashi)	Developing the UN Sustainable Development Cooperation Framework (UNSDCF) and UNDP's Country Program Document (CDP)	Introducing UN development system's key planning and implementation instruments UNSDCF and CPD, using Cambodia as a case country and discuss challenges and opportunities of using them.
Break 15:40-15:55		
Session 4 15:55-17:25 07:55-09:25 (London-8) Kanda (SRID Kobayashi)	Country Partnership Framework (CPF) of the World Bank Group	Introducing how CPF is formulated, using Sri Lanka as a case country. Review the socio-economic development of Sri Lanka and how CPF was developed under uncertainty in the midst of economic crisis and debt defaults.
17:25-17:30 Kobayashi	Announcement of Course Instruction for Day 2	

Day 2 : Preparing for Job Applications and Career Development and Project and Program Development

September 21, 2025 (Sunday) 09:00-17:30 JST

Overview:

Day 2 will begin with an interactive session featuring HR-related officers from IDOs, where participants will receive valuable insights into the IDO job application process and career development. This session will include a mock interview, followed by feedback by the experts, helping participants refine their interview skills and better understand IDO recruitment practices.

After the HR session, the focus will shift to project and program development. Participants will explore the strategies and methodologies adopted by IDOs to design, and to manage development programs and projects. Real-life case studies will be used to illustrate these concepts, providing practical insights into the key operations of IDOs.

The day will conclude with a live Zoom interaction with staff members from selected IDOs around the world. This session will offer participants the unique opportunity to ask questions and gain firsthand knowledge about work and life of IDO staff.

Sessions	Topics	Learning Contents
Session 1 09:00-10:30 20:00-21:30 (NYK) Ericson (Former UN), Kawanishi	Recruitment and Career Development in IDOs.	This session will focus on the recruitment and career development processes and opportunities within IDOs. ss. The session includes a Mock Interview exercise, providing

(AfDB), Ericson (Former UN) Kawanishi (AfDB) Omori (WB)and Shibata (ADB) & Moderator Tamaki		participants with realistic practice and immediate, constructive feedback.
Break 10:30-10:45		
Session 2 10:45 – 12:15 21:45–23:15 (DC,NYK-13) Suzuki & Tamaki	Designing developing, and implementing sustainable projects, with lasting impact beyond the WB's project implementation period.	This session will explore the second Tamil Nadu Urban Development Project (TNUDP) as a case project to illustrate the World Bank's approach to designing, developing, and implementing a market-based urban development initiative. The focus will be on how this project facilitated India's urban sector reforms and encouraged sustainable private capital inflows into urban infrastructure investments. A key highlight will be the role of the World Bank in assisting the Tamil Nadu Government to establish the Tamil Nadu Urban Development Fund (TNUDF), which has been funding thousands of small municipal urban projects since its establishment in 1996.
Lunch Break 12:15-13:45		

Session 3 13:45-15:15 Kuroda	UN/WB cooperation in conflict affected countries	World Bank has made a significant proactive shift in its approach to these countries. Its research, policy, financing and operations will be examined. Its relations with UN will be reviewed and how cooperation has been strengthened.
Break 15:15– 15:30		
Session 4 15:30 -17:00 Kuroda (moderator)	Interactions with staff of selected IDOs	Participants will have the opportunity to interact with current staff from selected IDOs, working in various parts of the world.
Break 17:00-17:15	Using the Zoom chat function, participants will share their feedback on IDPC No. 5 and offer recommendations for future IDPCs.	
Concluding Session 17:15– 17:30 (04:15-04:30 DC-13 Suzuki	Closing Remarks Follow-Up Actions.: course evaluation, arrangement for counselling sessions and registering to SRID Career Development Roster	

IDPC No.5

Profiles of the Lecturers and Course Assistant

Day 1, Sept 20, 2025

Session 1 Overview of Current Global Development Issues and the roles of IDOs

Kaoru Haysahi, Visiting Lecturer at the Graduate School for International Development, Nagoya University. Former Professor at Bunkyo University, Chairman of SRID



From 1978 to 2004, **Kaoru Hayashi** worked at the Overseas Economic Cooperation Fund (OECF) and later the Japan Bank for International Cooperation (JBIC), a Japanese aid agency, in charge of research work at its research institute and of operations in China, India, Korea, Nepal, etc. From 2004 to 2023, he taught international development and international relations at Bunkyo University. His academic training is in law and economics, and he is primarily interested in institutional design. His research areas include development policy in general, state-owned enterprise reform, public financial management, civil society, and citizens' volunteering for development. He has also been involved in both practical and research aspects of development policy and project evaluation. Since 1999, he has participated in the Global Development Network (GDN), launched by the World Bank, and has been involved in the generation and sharing of knowledge instrumental for effective development, and related human resource development. He was appointed as the director of the GDN from 2011 to 2015. He is a board member of the International Society of Volunteer Studies in Japan. He has also previously served as a director of the Japan Society for International Development and the Japan Evaluation Society. He is currently the president of the Society of Researchers for International Development (SRID) and a board member of the Foundation for Advanced Studies on International Development (FASID).

Session 2 The Private Sector as a Catalyst for Development: IFC's activities and project financing

Fumihiko Kobayashi, Former Chief Special Operations Officer of the International Finance Corporation (IFC)



Fumihiko Kobayashi is a cross-border project financing and workout expert, focusing on complex financial and operational restructurings for investment recovery under multi-cultural environments. He has hands-on experience in various dispute resolution methods including international arbitration proceedings at the International Chamber of Commerce in Paris and working knowledge of various insolvency processes in developing countries. Throughout his business career, he demonstrated his proven ability to manage crises effectively in extremely pressing situations. At

the age of 51, he joined IFC after working for a major Japanese general trading company for 29 years.

After retiring from IFC in 2015, he has been doing several paid and unpaid services including Part-time Lecturer at the International University of Japan (2024~), a graduate school of Sophia University (2021-2023) and the Nagoya Institute of Technology (2016~), Fellow of Sigma Base Capital Corp. (2019~), in-house consultant for JICA (Private Sector Partnership and Finance Dept.) (2017~), and Director of the Society of Researchers for International

Session 3 Developing the UN Sustainable Development Cooperation Framework (UNSDCF) and UNDP's Country Program Document (CPD)

Setsuko Yamamazaki, Former UNDP Country Director in Cambodia, in Viet Nam and Deputy Resident Representative in Lao PDR



Setsuko Yamamazaki has over three decades of development and management experience in the UN. Her career experience included finance and budget, strategic planning and risk management, policy advice and program management, and transformation strategy, ensuring results-based management, transparency, and accountability. She held leadership and management positions in UNDP Offices in Cambodia, Viet Nam, Lao PDR and China. At the UN Volunteers Programme HQ in Bonn, she promoted

volunteer programmes as Chief, Asia/Pacific/Europe/CIS Region. She started her career at the Bureau for Finance & Administration, UNDP HQ in New York, following an assignment in the Philippines. She joined the UN with prior experience in international banking. After retirement, she taught as a specially appointed professor at the Graduate School of Advanced Integrated Studies in Human Survivability, Kyoto University. She served as a member of the Audit and Oversight Committee of the World Meteorological Organization (WMO) until June 2024.

Session 4 Country Partnership Framework of WB (CPF)

Chiyo Kanda, WB Program Manager in the South Asia Region and Former Country Manager for Maldives and Sri Lanka



CHIYO KANDA has over 30 years of operational, corporate and managerial experience in international development organizations, including 13 years based in Asia and Africa. During her career at the World Bank, she has worked in various operational and corporate positions at the headquarters in Washington DC and country offices. As Country Manager for Maldives and Sri Lanka, she oversaw the country programs during the COVID-19 pandemic and Sri Lanka's economic and financial crisis, and led the day-to-day dialogue with the two

governments as the countries went through multiple crises and emergency responses. In her role as Portfolio and Operations Manager for the Philippines, Ms. Kanda was responsible for portfolio management and quality assurance of the Philippines country program. She also carried out similar responsibilities in Tanzania as deputy to the country director.

Ms. Kanda also headed the Results and Development Effectiveness Unit of the Operations Policy and Country Services (central corporate policy department) and led various initiatives to strengthen the institution's outcome orientation and monitoring and evaluation quality. Her responsibilities included, inter alia: corporate results reporting through the World Bank Group Corporate Scorecards and International Development Association's Results Measurement System; coordination of the World Bank Group management response to independent evaluations; and a corporate focal point for external partners on results, accountability and transparency of the World Bank programs. She is currently a Program Manager in the South Asia Region, advising the regional management and staff on learning and professional development for upskilling, reskilling and career advancement.

Prior to joining the World Bank, she worked as JPO economist for the United Nations Development Programme in Malawi. She holds degrees from the University of North Carolina, Chapel Hill (MBA), the American University in Washington DC (MA in economics and MA in international development) and Tsuda University in Tokyo (BA in international relations).

Day 2

John Ericson : Former Chief of the Outreach Unit in the Office of Human Resources Management (OHRM) of UN, (BA in Social Science and MS in Public Administration)



John Ericson worked at the United Nations for 35 years before retiring at the end of January 2017. His last position was Chief of the Outreach Unit in the Office of Human Resources Management (OHRM) of the United Nations Secretariat in New York. In that function, he traveled to numerous countries around the world to speak about careers in the United Nations. Prior to that he was the Chief of the Professional Staffing Section in OHRM. Mr. Ericson joined the United Nations in Vienna, Austria in 1982 and later spent five years at the Economic Commission for Africa in Addis Ababa, Ethiopia as a Social Affairs Officer. Mr. Ericson worked on the evacuation of UN staff and dependents from Ethiopia in 1991 during the civil war. He moved to United Nations Headquarters in New York in 1992 to work as a Human Resources Officer performing various functions such as training, staff administration, staffing and recruitment. Mr. Ericson served in UN peacekeeping operations in Cambodia, where he ran a polling station during the elections in 1993, and in the former Yugoslavia (1994-1995). He has also worked in the UN offices in Bangkok, Thailand and Nairobi, Kenya. He served as a Special Protocol Officer during major UN summits. After retiring from the United Nations, he has worked as a consultant for the UN and has taught and lectured about the United Nations in Japan, China, the UK and the USA.

Osamu Kawanishi, Director, Asia External Representation Office, African Development Bank



Since joining the Ministry of Finance in 1994, **Osamu Kawanishi** has accumulated nearly 30 years of experience in areas such as development policy, climate change, trade, exchange rate policy, and international taxation. From 2019 to 2023, just before joining the African Development Bank (AfDB), he led the negotiation teams for trade agreements including the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), the Regional Comprehensive Economic Partnership (RCEP), and the Japan-U.S. Trade Agreement, while serving as the Director-General of the Customs Bureau's General Affairs Division and the Director of the Customs Division, responsible for drafting and coordinating tariff policies. Additionally, from 2017 to 2019, he was the Director of the Currency Management Section in the Ministry of Finance's International Bureau, and from 2015 to 2017, he was the Chief Policy Officer for International Negotiations in the Tax Bureau. He has also held positions such as Director of the Development Policy Coordination Section in the Ministry of Finance's International Bureau. Between 2012 and 2015, Mr. Kawase served as a Senior Policy Analyst in the Environment Directorate at the Organisation for Economic Co-operation and Development (OECD). From 2005 to 2008, he was a First Secretary at the Permanent Mission of Japan to the United Nations in Geneva, and from 2001 to 2003, he worked as a staff member dispatched to the UK Treasury, spending nearly half of his career abroad.

Session1 Recruitment and Career Development of IDOs

Koichi Omori :Senior External Affairs Officer, WB Tokyo Office (D2 Session 1)



Koichi Omori has more than 25 years of communications, partnership building, and leadership engagement experiences at the World Bank. He joined the World Bank as a communications officer in charge of civil society programs at the Tokyo Office in 2000. From 2010 to 2014, he was Special Assistant to the Vice President for South Asia Region, based in Washington DC. He became a Senior External Affairs Officer based in Tokyo in 2015. Currently he leads the World Bank's outreach programs and activities to engage the key stakeholders including the private sector, civil society, and academics/researchers. Prior to joining the World Bank, he was a research associate at the International Research Center for Environment and Development at the Ritsumeikan University in Kyoto. He obtained MA in international politics at the School of International Service, the American University and MA in international affairs at the Ritsumeikan University.

Yoshie Shibata, Advisor, Budget, People, Management Systems Department of the ADB



Yoshie Shibata is a human resource (HR) professional with 24 years of experience in supporting the business goals by bringing her broad and strategic HR knowledge and corporate perspectives, combined with deep appreciation of multilateral development banks' missions. Since July 2022, she has been serving ADB as a senior staff, Advisor, in the Office of Director General for ADB's HR department, in charge of various HR operational issues including employee relations and HR's digital transformation.

During the 20 years of ADB Career, she has covered the cross-HR functions including policies, learning, business processes, talent acquisition and HR business partnerships. She has expertise in the full talent cycle of planning, acquisition, mobility, career and performance management and exit. She also had a 2-year stint in 2016 – 2018 at the Office of the President as Senior Advisor, where she assisted overseeing the ADB's cooperate functions and knowledge generations, closely collaborating with senior staff across the organization. Prior to ADB, she was an HR consultant at WBG, covering performance management and mentoring at the corporate level and for the Africa Region.

Yoshie is trained as Career Counselor in USA, with a Master's degree in Education and Human Development with specialization in Community Counseling from the Graduate School of Education and Human Development, The George Washington University (GWU), USA.

Moderator: Keiichi Tamaki: Former Senior Urban Expert of the Asian Development Bank (ADB)



Keiichi Tamaki has more than 40 years' experience in urban development. From 2001 to 2017, he worked for the Asian Development Bank (ADB) on a number of urban, urban water supply, urban transport and tourism projects in South Asia, in particular India, Bangladesh, Nepal, Bhutan and Sri Lanka. He started his career at the Osaka City Government dealing with public housing redevelopment, infill redevelopment and construction of various public buildings. From 1991 to 2000,

he worked for the World Bank as a member of its Indonesia urban team. Prior to joining ADB, he briefly worked for the Japan Bank for International Cooperation (JBIC), too. After retiring from ADB, he started working for Denryoku Sharing (D-Sharing), a Tokyo-based climate-tech start-up, as its Chief Technical Officer. D-Sharing has been carrying out a number of randomized controlled trials (RCTs) by using behavioral insights, such as “nudge” theory, under Japanese Ministry of Environment assignment to tackle climate change and promote decarbonization. The company uses patented innovative methodology for granular carbon accounting and demand management techniques, aiming at 24/7 carbon-free power supply and mainstreaming of electric vehicles (EVs). He has a master's degree in public administration from Harvard University, certificate in urban and regional studies from MIT,

and bachelor's degree in urban engineering from University of Tokyo. He is dual based in Hyogo, Japan and Maryland, USA.

**Session 2 Designing developing, and implementing sustainable projects,
with lasting impact beyond the WB's project implementation period Hiroaki Suzuki, Former
Lead Urban Specialist of the World Bank
and Keiichi Tamaki: Former Senior Urban Expert of the Asian Development Bank (ADB)
(see above)**



Hiroaki Suzuki has more than 40 years of experience in infrastructure and public enterprise reform in OECF (current JICA) and the World Bank. He currently consults for World Bank, ADB, and UNOPS and has taught at the University of Tokyo, the National Graduate Institute for Policy Studies, Japan, Sophia University and Hosei University in Japan. His expertise includes sustainable urban development, transport, and land use integration (TOD and land value capture), municipal finance, and public enterprise reform and restructuring. During his 27-year tenure at the World Bank, he led innovative lending operations such as "India Coal Sector Rehabilitation," "Tamil Nadu Urban Development Fund," and "Shino-Singapore Tianjin Eco City." His notable World Bank publications include "Eco2 Cities: Ecological Cities as Economic Cities," "Transforming Cities with Transit," and "Financing Transit-Oriented Development with Land Values." He is Chairman of SRID's Career Development Program Committee. He also published “世界銀行ダイアリー：グローバルキャリアのすすめ” in Japanese (The World Bank Diary: Recommending Global Career). He holds degrees from MIT's Sloan School of Management (MS of Management), the University of Caen in France (French Diploma), and Yokohama City University (BA, International Relations). His personal interests include tennis, trekking, bicycle tour, DIY and music. He is living in Virginia, USA.

**Session 3 UN/WB cooperation in conflict affected countries
Kazuhide Kuroda, Global Peacebuilding Association of Japan, Director, part-time**



lecture; former United Nations and World Bank Officer.

As a conflict development specialist for over 30 years, he assisted many countries affected by conflict. At the United Nations' Office for the Coordination of Humanitarian Affairs in Geneva and New York, the most difficult case was Rwanda where the genocide occurred in 1994 at which time he was responsible humanitarian officer in NY. Many lessons had to be learned, one of which is for the international community to not let a small fire unattended. At the World Bank in Washington, he contributed to bringing the Bank more involved in conflict affected countries with research (spearheaded by Professor Paul Collier one of which was that development cooperation can minimize conflict risks), policy, financing and operations. While much international assistance was

provided to countries like Afghanistan (the last democratically elected president was a former Bank officer) and South Sudan (which Kuroda worked to have the country join the Bank), one was reminded that development gains can easily be undone by other factors. Kuroda received a Bachelor of Science from University of Waterloo, and a Master of Business Administration from McGill University in Canada. While studying in France and the Netherlands, he awakened to rich European culture and history and begun to imagine an international career. He lives in New York City where his wife also teaches. Work-life balance has always been a challenge which included his wife's UN mission stay in Timor Leste. He is grateful to many colleagues, some of whom have lost lives in their commitments to the UN/WB values.

Session 4 Interactions with the current staff of selected IDOs

Moderator

Kazuhide Kuroda (see above)

Staff of two UN Agencies (to be announced)

Staff of two MDBs (to be announced)

Course Assistant: Yu Shuen Ong: Master's Student at The University of Tokyo



Yu Shuen Ong is a master's student at the International Project Laboratory of the University of Tokyo, specializing in transport planning and infrastructure development in developing countries. Her current research investigates the joint effect of high-speed rail (HSR) and airport accessibility on regional economic development, with a focus on identifying synergies and spatial disparities arising from multimodal transport integration. In parallel with her academic work, she has gained practical experience through internships at Japanese construction consulting firms, where she contributed to transportation master planning projects in developing contexts. In 2024, she traveled to Dhaka, Bangladesh, as part of her internship, where she conducted site visits to observe the implementation of Japanese ODA transport projects. Yu Shuen is particularly interested in addressing urban issues in developing countries through infrastructure solutions that incorporate Japanese transport technologies. She aspires to contribute to international development through consulting work or through roles in multilateral organizations such as the World Bank or the Asian Development Bank, supporting the creation of inclusive and resilient transportation systems in emerging economies.