

SRID キャリア開発

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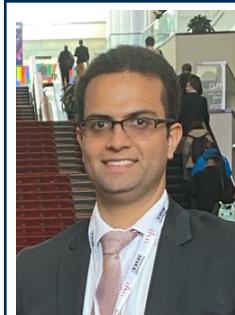
第8号では2024年1月に開催された第4回国際開発プロフェッショナルコース(IDPC)の受講生で、現在 The Asian Infrastructure Investment Bank (AIIB) の交通セクター専門家として活躍している、Lucas Bispo 氏に、MDB を目指した理由から、ブラジル、日本、北京へと続く10年に及ぶ学業とキャリアの軌跡をたどり、目的を実現するための貴重なご経験を紹介するとともに、国連機関及び MDBs を目指す人達を対象とした、2025年に開催する IDPC の情報も提供しました。

Asian Infrastructure Investment Bank (AIIB) The path to an MDB for the 21st century

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Introduction

Many years ago, when I was taking French language classes, one of the teaching materials included an excerpt from one of the pioneers who helped draft and negotiate the UN Charter. The words of that highly accomplished man left a lasting impression on me. He described the excitement and hope for a better future that he experienced in those days, when the world had just emerged from its deadliest war, as well as the sense of accomplishment he had after retirement. The UN and other international organizations that emerged after WWII, such as the World Bank and the IMF, have indeed come a long way in promoting multilateralism, cooperation, prosperity and peace throughout the 20th century.



Lucas Bispo de Oliveira Alves Lucas is an investment officer, specialist in transportation at the Asian Infrastructure Investment Bank (AIIB). He is currently responsible for financing operations in Southeast Asia, the Pacific islands and Sub-Saharan Africa. Before the AIIB, Lucas lived in Japan for 9 years when he got married to a Japanese wife, so he keeps Japan in his heart. Lucas holds a PhD in Civil Engineering from the University of Tokyo and previously worked as a development consultant in Japan. He is passionate about learning languages and the stories that inspire people in different countries. Lucas is originally from Brazil, but he is not very good at soccer or drinking coffee. He does love Japanese green tea, and he is also a big fan of *wagashi* but really cannot stand *natto*.

Despite the criticisms and shortcomings of the current international system, anybody who was involved in building those organizations must, in fact, look back with a sense of *mission accomplished*. But now what? This question has remained in my mind for years: *What can a young millennial like me do to make a contribution to the 21st century - one that I can be proud of in the future?* In the following paragraphs, I would like to share my ongoing quest to find the answer to this question, in the hopes that it may provide one or two useful insights to others who are on a similar path.

First, allow me to share some of my past adventures, highlighting the mix of conscious career decisions and the fortuitous events that one might call *destiny*. Next, I will introduce this exciting new world where I find myself now - the AIIB. Then, I will address some of the FAQs I receive about living in China. Finally, I will summarize a few tips in the hopes that they may be useful to others like me who wish to turn their lives into an adventure.

A little bit about myself

I was born in the Year of the Monkey in Brazil's futuristic capital, Brasília. This time-space context influenced me in three important ways.

First, I grew up hearing stories about the entrepreneurial spirit and unwavering determination of political leaders and ordinary citizens in delivering a nation-building project designed to pave the way for a prosperous future and boost national morale in record time: the city of Brasília itself. The stories of countless pioneers who believed in the national vision – with Brasília as its centerpiece– despite significant risks and the opposition, instilled in me a fascination for the “new” rather than the long-established, and for taking risks rather than always playing it safe.

Second, I grew up surrounded by civil servants, many of whom embodied a strong work ethic and a spirit of public service. This led me to believe in the power of the public sector to pool society's resources and deliver meaningful improvements for all.

Third, my country at that time was just beginning to emerge from its worst economic crisis, struggling with sky-high inflation, feeble economic growth, and dismal social inequalities. Moreover, I did not come from a particularly privileged economic background, so I grew up hearing stories about poverty and the heartbreaking human dramas it produces. This

instilled into me a sense of urgency in tackling the challenges faced by the poor.

Therefore, connecting these dots, I realize that, in the back of my mind, I was always looking for ideas that I could engage with academically and professionally – ideas that were (1) “new”, (2) public-led, and (3) capable of fighting poverty.

When the time came for me to decide which major to pursue, I was undecided between International Relations, Engineering, and Economics. These three majors interested me deeply, but none fully satisfied my curiosity. Finally, pragmatic considerations about job prospects after graduation led me to decide that Economics would be my best option.

The economic situation in my country had changed significantly compared to my early childhood. The world had plunged into recession, but our economy demonstrated resilience and institutional maturity, allowing economic growth to remain strong. Those were hopeful times for us. The political debate was dominated by the need to eliminate supply-side deficiencies that constrained even faster economic growth. Just like a teenager who quickly outgrows their clothes, our country suddenly had many passengers at the airports, prompting efforts to privatize them. The ports and railways struggled to handle the record-breaking exports of commodities year after year, leading the government to mobilize engineering and financial resources for upgrades. Bus-based urban transport systems, such as the

famous BRTs, could no longer accommodate the growing number of commuters with the comfort and reliability that a mature economy demands, so our major cities scrambled to build higher-capacity mass transit systems. It became clear to me that infrastructure was the main bottleneck the country had to address – certainly not the only one, but perhaps one where I could make a meaningful contribution.



Technical visit to Dakar BRT, the world's first fully electric BRT, as part of a business development mission

The undergraduate degree provided me with interesting insights, but few that were immediately actionable. However, my experience studying abroad for a semester in Europe gave me the intuition that many of the solutions we needed had already been implemented elsewhere. So, I decided to pursue a master's degree and applied to a number of European universities. This was when I faced a major disappointment – I

was not accepted into any of the scholarship programs I applied for. Self-funding was out of the question.

Undeterred by this setback, however, I enrolled in a master's program in Brazil, where public universities offer tuition-free education. The program equipped me with analytical skills, such as data science and statistics techniques, which would later prove invaluable. However, I still felt that there was little I could do with my own hands, so I decided to pursue a doctoral degree. This is where destiny played its part. I had initially aimed for universities in the US, as most Brazilians traditionally pursue PhD there. However, by sheer chance, I came across a news article about the Japanese Ministry of Education (MEXT) scholarship program. At that point, I had never seriously considered studying in Japan – in fact, the idea had never even crossed my mind. But I decided to give it a try – what did I have to lose? To my surprise, I passed the selection process smoothly and was accepted into Japan's prestigious University of Tokyo.

My PhD journey in Japan was eye-opening in many ways. I quickly fell in love with the country's values of discipline, harmony and service, its aesthetic sense and its beautiful natural landscapes. I was privileged to be guided by an outstanding PhD supervisor and to exchange ideas with many brilliant researchers from around the world. My research highlighted the impacts of transport on economic development and the interplay between infrastructure and human

behavior, which we termed *mindsets*. The *mindsets* we sought to describe and measure are not well explained in traditional economics, as they express subjective feelings such as ambition or attachment to traditional lifestyles. However, they appeared to have a significant influence on the extent to which people take advantage of the economic opportunities brought by infrastructure. Little by little, I felt that I was getting closer to actionable knowledge. It was a short but intense 3-year journey – one I had never envisaged. By the time it ended, I had made a very clear decision: I needed to stay in Japan for work because there was still so much more to learn.

I was hired by one of Japan's flagship engineering consulting firms and became involved in fascinating development projects, primarily with JICA. This was a once-in-a-lifetime opportunity, for which I am deeply grateful. However, adjusting to Japan's famously strict business culture was no walk in the park. The language barrier and cultural differences made it difficult to communicate effectively with my colleagues and superiors, adding a thick layer of frustration that crushed my confidence. There were many moments when I was tempted to give up. But how could I? This was the job I had always wanted. It was filled with new ideas, public-led, and focused on boosting prosperity in the countries we worked in. It also encompassed international relations, engineering, and economics altogether. More than that, I knew this job was the path for the future I had dreamed of.

So, despite the difficulties, I decided to push forward.

It required a great deal of time and effort – but most importantly, the support of many people along the way. By the end of my time working in Japan, I had obtained a Japanese language proficiency certificate and successfully secured my own clients, including a project with the World Bank. I had become a full-fledged engineering consultant in Japan.

However, my experience in business development with Japan's ODA also made me realize that some of my aspirations were not fully aligned with my work. First, after years of planning transport and urban projects, I felt a strong need to witness our plans becoming reality – actual infrastructure investments, built and operational. Second, after spending so many years away from home, I wanted to engage in projects in Latin America, especially in Brazil. Third, while I deeply appreciated the philosophy behind ODA, in practice, it always involves a giving side and a receiving side. As a member of the Global South, I wanted to contribute to achieving a better balance between Global North and Global South.

It was time for me to move from bilateral to multilateral.

Working at a 100-billion-USD start-up

I had been attracted to Multilateral Development Banks (MDBs) for several years. The first time I

applied was in my final year of university, even though I was clearly below the requirements for that position. After that, I applied occasionally whenever a position that seemed suitable came on my way. However, it was only in the 2–3 years leading up to my offer that I began applying more systematically. I set up email alerts, followed all MDBs on LinkedIn, regularly searched job boards, and actively tried to educate myself on everything MDB-related. SRID's IDPC was very important for deepening my understanding about how MDBs operate. Certainly, my performance in interviews improved thanks to the IDPC, for which I am very grateful to the instructors. I am happy to share the details of the selection process with anyone interested, but for now, let me describe AIIB and what it feels like to work here.



At the entrance of AIIB, on my first day at work

About AIIB

The AIIB is one of the newest members of the Multilateral Development Bank family. It was established in 2016 and is headquartered in Beijing, China. Despite being a relatively young institution, it has grown rapidly and is now the second-largest MDB in terms of member countries – 110 and counting.

Among its current members are dozens of developing and emerging countries, as well as most European countries, along with Australia, New Zealand and Canada. However, two noticeable absences remain: the US and Japan.

Some people perceive AIIB's creation as a challenge to American-led institutions – some even claim it is an attempt to replace the World Bank and ADB. Nothing could be farther from the truth. The keyword in all our founding documents, which continues to guide our work today, is not *competition* but *cooperation*. The core motivation behind establishing a new multilateral bank was to help bridge the enormous global infrastructure financing gap. We believe it will take a concerted effort from multiple institutions to build all the infrastructure the world needs. In fact, we have co-financing frameworks in place with the World Bank and ADB, working closely with them to fund projects together. Additional frameworks with other banks are also in development. Through these collaborations, we believe we are fulfilling our founding mission and contributing to a world where countries can

work together beyond the mistrust and suspicions that sometimes overshadow international politics. In an era of de-globalization and trade restrictions, we serve as a force advocating for multilateralism, with the expectation that brighter days will certainly come. I hope that more and more countries will soon join us in the effort.

Our Philosophy: Lean, Clean, and Green

Beyond our mission, AIIB strives to be a **21st-century organization**, leveraging the experience of our older MDB counterparts. Our guiding principles can be summarized by our motto: *Lean, Clean and Green*.

- **To be lean** means optimizing all internal processes and using 21st century technologies to maximize efficiency. For example, we do not maintain country offices. Instead, we make full use of online tools to manage the relationship with our clients and monitor our projects. This also helps our staff maintain a better work-life balance.
- **To be clean** means upholding the highest ethical standards and fostering a strong compliance culture. We respect the decision-making power of our clients, ensuring they can set their own priorities without external ideological or political influences.
- **To be green** means that environmental and social sustainability is at the core of



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everything we do. We uphold the highest environmental and social safeguards standards in all our projects. Our goal is not only to *do no harm* but to actively contribute to a sustainable world with every dollar we invest.

Following these principles, we have achieved remarkable results in less than a decade. Our portfolio now includes more than 300 projects, with nearly 60 billion USD approved in sovereign and non-sovereign operations. The financial solutions we offer include **direct loans, equity investments, guarantees, and policy-based financing**. We are continuously exploring innovative financial mechanisms to better serve our members.

A Startup-Like Work Environment

One of the most exciting aspects of working in a young organization still in its growth phase is the dynamic nature of our business needs. Just like in a startup, all staff members end up taking on a variety of responsibilities. Additionally, we cover a wide range of countries, whereas at other MDBs, work is often more geographically compartmentalized. Currently, my main focus at AIIB is leading business development, especially in Sub-Saharan Africa, where many countries have recently become members. Additionally, I am currently responsible for monitoring the implementation of a major airport project in Thailand and the development of transport master plans in the Philippines. In the future, I hope to support the bank's expansion as more and more countries join – and eventually contribute to

delivering our solutions to my home country as well.

Shaping History from the Front Row

Working at AIIB feels like watching history being written from the front row. At times, we even feel like protagonists. For example, in the past half year, I have led AIIB's first-ever missions to three different countries. It feels exciting to pioneer these missions and serve as the face of the bank in those countries. While this demonstrates AIIB's results-oriented culture, I do appreciate the trust placed in me, especially as a relatively new employee. These missions may lead to AIIB's first-ever loans in these countries and hopefully making a tangible impact on people's lives.

As a young organization, we also make decisions quickly and empower employees to propose and implement new ideas. Unlike older organizations that still rely on paper-based processes, AIIB operates with minimal bureaucracy. Many of our internal processes were designed from scratch in a digital environment, and we have deliberately avoided certain bureaucratic controls that exist elsewhere in other organizations and ends up creating extra work in exchange of little value added. While I imagine that some processes will become more standardized over time, I hope this agility will always give us an edge over older organizations.

Another exciting aspect of working at AIIB is its highly international workforce. Our staff hails

from over 70 countries, including some that are not yet members yet, as we recruit talent based on expertise rather than nationalities. This diversity has resulted in what we call “**The AIIB Way**” – our unique corporate culture. Our culture is built on multicultural awareness and respect, fostering a friendly and horizontal work environment where nationality, age and seniority matter less than contribution and initiative. Everybody is encouraged to speak up and leave their own mark because we are the building blocks of this organization.

We do have many Japanese colleagues, and I always enjoy chatting with them in Japanese at the office. Recently, awareness and interest in AIIB have been growing in Japan, and I hope we will welcome more top-tier Japanese professionals to work with us. Japanese experts and technologies could bring tremendous value to our projects, and I look forward to deepening our collaboration in the future.

Navigating Life in the Middle Kingdom

Now let me describe my experience of living in China. In short, it is a whole new world waiting to be explored!

Nonetheless, it is true that moving to China can feel a bit scary. Unfortunately, there is not a lot of accurate information about the country available online. Additionally, I personally think that the country has been the target of many years of negative media coverage, which I

find a bit unfair.

However, after arriving, most of my concerns quickly disappeared.

Even though Tokyo remains my favorite city in the world, Beijing feels as developed or even more developed than most global capitals. My personal observation align with statistics indicating that public security is among the highest in the world. People have been very open and friendly towards both me and my wife, who is Japanese. In term of infrastructure, the city has gleaming metro lines that continue to expand year by year. There is a nice balance of street space for pedestrians, electric bicycles, and private cars along large avenues lined with gardens and trees. The widespread adoption of electric vehicles is amazing, it helps to make the city significantly quieter and more pleasant. As for amenities, the city has everything – from beautiful parks and fascinating contemporary architecture to historical sites and countless museums.

China is also well known for its high level of digitalization. I have never used cash since moving to China and there are mobile apps to solve pretty much everything you may need in daily life, from renting cars to shopping. I must say that even as a foreigner who does not speak the language, I have found navigating the country to be much easier than I had imagined.

I need to mention the richly diversified Chinese cuisine. There are so many ingredients and

creative preparations that are rarely found in Chinese restaurants abroad. However, whenever you crave some foreign food, there will be no shortage of options ranging from American and Middle Eastern to French and even Brazilian and Japanese cuisine.

Japanese people, in particular, can feel quite at home here. It is easy to find Japanese essentials such as Japanese rice, *mirin*, *shoyu* and *natto*. Many Japanese retail brands including Ito Yokado, Uniqlo, Nitori and Muji, have a strong presence. Some apartment buildings even have Japanese speaking receptionists. I find it fascinating to observe both the similarities and differences between Japan and China and realize that these 2 countries have influenced each other in countless ways, whether in cuisine, religion, philosophy, industry, or other aspects of daily life. Finally, of course, China is only a short 4-hour flight away from Tokyo or Osaka, so there is hardly any time to feel homesick!

Oh, about air quality. The days of “Airpocalypse” are mostly in the past. While there are still a few days per year when air quality is poor. This is partly due to natural factors, such as yellow dust from the desert getting blown into the city. On such days, we turn on the air purifier at home to make sure we breathe healthy air. Most offices are also equipped with air purifiers, making it safe to go to work, but it is advisable to avoid outdoors exercise. Other than this, the air is usually quite dry, which can be challenging for people accustomed to the high humidity in Japan.

At home, we make sure to invest in skincare and humidifiers.

On the not-so-bright side, I must say that accessing social media such as Facebook and Instagram can be frustrating. While VPN services allow access, they are unstable. In practice, there are days when we need to keep turning them on and off to get updated on that very valuable social media content (well, ironically, though, less social media might actually be something positive).



Amazed at the blend of modern and traditional architecture in Hong Kong

But what excite me the most nowadays is to explore the vast Chinese countryside. I did have a chance to visit Hong Kong and Macau, which were so interesting due to their mix of Western and Chinese cultures. As a Brazilian, it was a nice surprise to hear my native language being spoken in China! Food was another level. In Wuhan, I

I learned a lot about the Warring States period and was inspired by the stories of ancient Chinese heroes. The high-speed rail certainly live up to the expectations. It is just as impressive as the *Shinkansen*, offering plenty of room for luggage and even kitchen cars. I plan to use the high-speed rail extensively to explore the country in the weekends and holidays. I am particularly interested in Southern and Western China, because I have heard that the most beautiful landscapes can be found there, including majestic mountains and breathtaking waterfalls. Additionally, many of China's ethnic minorities can be found in these regions, so it will be fascinating to observe the cultural differences.

I am sure that living or just visiting China would be a truly worth rewarding experience for anyone with an adventurous spirit!

Summary of tips for other adventurers

At the end of the day, each person's path into the world of MDBs – whether it be AIIB in China or other institutions – is unique. It is important to enjoy the journey as much as the destination and to realize that each destination is the starting point of a new journey. Based on my personal experience, I would highlight the followings:

- Learn finance; I remember a statement by former WB president Jim Yong Kim in response to a student's question. He emphasized that people usually underestimate the power of

finance in achieving development goals. MDBs are not charities. They are development-oriented, so while there is an inherently human aspect to them, they are ultimately banks. Banks are organizations that mobilize finance. Even if you are not working in operations, I am sure that having a basic knowledge of finance will help you collaborate effectively with colleagues and better understand decision-making process.

- Be familiar with the international agenda; Set up your news feeds to stay updated on COPs, G20 meetings, other MDBs news, and other key global events. All of this will provide useful insights to reference in the cover letters and interviews.
- Combine general knowledge with a strong technical expertise; Banks need all sorts of professionals, including communication officers, partnership officers, lawyers, economists, engineers, etc. As you deepen your experience in your core field, make sure to understand how your field connects and interacts with the two points above. Avoid becoming too narrowly focused on technicalities. MDBs often hire consultants to handle the most technical work. Try to see yourself and your field within the multidisciplinary context of international development.
- Network, network, network!; Getting to know

current MDBs professionals and other candidates is incredibly valuable to collect insights into the evolving needs of the MDBs and understanding how your skills align with them. Joining SRID's International Development Professional Course was very important for me in this regard. It allowed me to engage with many senior professionals who were so kind to dedicate to share their time and exchange ideas with me. I got some much-needed encouragement at times, confirming that my efforts were in the right direction, as well as critical insights for course correction at other times. Additionally, do not hesitate to use LinkedIn and send cold emails to people in organizations where you aspire to work. The worst outcome might be simply not receiving a response. But other times you would be pleasantly surprised by the generosity of other people. Plus, who knows? Your profile might be exactly what a hiring manager is looking for.

- Gain as much international exposure as possible; This can start with academic exchanges but needs to evolve into international professional engagements. Candidates whose professional trajectories are exclusively domestic, however brilliant, have lower chances in MDBs selection processes.
- English is mandatory, no shortcuts on this; Fluently in English is mandatory, additionally, speaking at least one other language widely

spoken by major MDB clients can significantly increase your chances of being selected for interviews. Languages such as French, Spanish, Portuguese, Arabic and Russian are always in high demand. Plus, speaking languages will help you build friendship and expand your network!

- Last but not least; Never give up on applying. It literally took me over 10 years since my first application to an MDB until I finally got an offer and more than 7 years before I was even called for an interview! Think of the process as a marathon, not a sprint. Keep applying and improving, and stay persistent!



Statue of the Amazons, female warriors that fought to repel colonial invasion in Benin (ancient Kingdom of Dahomey)

Conclusion

The pioneers of the World Bank, the UN, and other international institutions had no way of knowing whether their efforts would be successful or not. Its only in retrospect that they can appreciate what they achieved or failed to achieve. In fact, the 20th century brought humanity to the brink of nuclear annihilation a few times, witnessed the gradual worsening of the climate crisis and even some famines, to name just a few challenges that the international system faced. For the most part of century, those pioneers likely experienced a very real fear of failure.

Similarly, it is impossible to predict what the world at the end of the 21st century will look like. The world seems to be in a period of rapid change. Some of the solid bases of the international system have been shaken recently by policy shifts in several major countries. Nonetheless, I believe there are still many people who support the idea of multilateralism and strive for a world where the gap between countries is not so extreme, just like those pioneers did. There is no guarantee that we will succeed, but I am sure it is worth the effort.

In this brave new world, the role of existing institutions may evolve. The role of new institutions such as the AIIB, NDB and others are yet to be clearly defined. Joining one of these new institutions requires an adventurous spirit, but more than that, a heart guided by the same principles as those of the pioneers. I firmly

believe that if we uphold the idea of multilateralism, it will remain a solid foundation and a guiding star, even as policies oscillate from country to country.

I hope that this short account of my personal trajectory will provide one or two useful insights for anyone seeking to join international organizations, MDBs, and especially the AIIB. For readers currently working in other international organizations or ODA, please keep AIIB on your radar. I would be delighted to collaborate or help build bridges between your organization and AIIB. In fact, I would be delighted to connect with anyone in the industry or anyone interested in joining it, even for an online chat or a coffee. The challenges ahead will certainly require both a lot of manpower and willpower. So please do not hesitate to reach out at any time!

SRID キャリア開発事業の紹介¹

国際開発プロフェッショナル研修 (International Development Professional Course, IDPC)

IDPC の概要および特色

UNICEF、UNDP 等の国連機関及び世銀や ADB 等の国際開発金融機関での就業を目指す人々を対象にした、公募ベースの IDPC を提供しています。IDPC は、国際機関

の基本的な業務や人事制度に関する理解を深めることを目的としています。研修内容は、どの国際機関でも必要となる国別計画の策定、プロジェクト・サイクル・マネジメント、多国籍・多文化構成のチーム内のチームワーク・マネジメント手法、国際機関の採用・人事制度および受講者のキャリア形成プラン等です。IDPCは、キャリア開発事業の中では唯一受講料を徴収して実施されています。これは、キャリア開発事業を出来る限り Cost recovery の原則で行うという事業運営規約の方針に基づいていることと、IDPC に真剣に取り組む覚悟を持った受講者を募集するためです。IDPC の特色は以下の通りです：

- 国連機関や国際開発金融機関の経験者によって、英語で行われます。
- Zoomを使用して行われ、インターネットのアクセスさえあれば、世界中どこからでも参加できます。
- 少人数グループで講義と演習が行われ、国際機関の特定のケースを取り上げ、国際機関の業務書類を教材として使用します。
- 人事関連セッションでは、国際機関の職員が各機関の採用・人事制度の説明を行い、模擬面接が実施され、専門家からのフィードバックが与えられます。
- 国際機関の現役職員との Q&Aセッションを通じ、受講者の関心事項について情報及びアドバイスを得ることができます。
- 開発途上国の受講者も受け入れ、多国籍職員が英語で仕事をする国際機関の疑似職場環境を創り出し、開発途上国の視点を講義・演習の議論に反映させています。

- 社会人の受講者でも対応できる範囲の教材を、明確な指示を付けて事前配布しています。
- 体調不良、緊急業務等予期せぬ事情のため、講義に参加できなかった場合は録画を視聴することができます。
- 希望する受講者は、研修後にキャリア・カウンセリングを受けることができます。

これまで開催された4回のIDPCの概要は表1の通りです。詳細については各報告書をご覧ください。

注1) 本稿は、SRID50周年を記念して発行された、SRIDジャーナル第27号に掲載された”SRID キャリア開発事業の紹介”の一部を抜粋したものです。詳細については、[SRIDジャーナル第27号](#)をご覧ください。

表1 IDPCの概要

IDPC	第1回	第2回	第3回	第4回
開催日	2021/6/10、6/19	2022/10/8、10/15	2022/12/3、12/10	2024/1/13、1/20
参加者数	13	8	11	21
対象国際機関	国連、世銀	国連	国連	国際開発金融機関
研修の主要テーマと特色	<p>下記三つの主要テーマの知識とスキルを修得すると共に模擬面接を実施。</p> <ul style="list-style-type: none"> 「世銀と国連の国別開発協力の枠組み作成」 「国連機関の成果主義プロジェクト・マネジメント手法」 「人事制度」 <p>コロナのため、ZOOMによるリモート参加となったが、問題なく全員がワークショップに参加することができた。研修は参加者が課題について、議論して回答を作成する方式で実施され、学習効果が高いとの評価を得た。</p>	<p>下記三つの主要テーマの知識とスキルを修得すると共に参加者個人のキャリア開発計画の作成。</p> <ul style="list-style-type: none"> 「国連機関の国別開発協力の枠組み作成」 「国連機関の成果主義プロジェクト・マネジメント手法」 「国際開発プロフェッショナル」になるためのキャリア開発計画を作成。 <p>本コースでは、特に、参加者個人が自分のキャリア開発の将来計画を立案することができた。</p>	<p>NGO、「国際協力サロン」の依頼に基づいて開催。</p> <ul style="list-style-type: none"> 国際開発プロフェッショナルに必要な能力と経験の取得 国連機関の開発協力の枠組み形成 国連機関の成果主義プロジェクト・マネジメント手法 <p>本コースでは、国連機関（UNICEF、IFAD）及び世界銀行の現役スタッフが受講者の質問に応じてその経験を共有することができた。</p>	<p>国際開発金融機関での勤務を希望する人を対象とするIDPCを開催。特に開発途上国の受講者も受け入れた。</p> <ul style="list-style-type: none"> 国際協力を取り巻く国際環境の変遷 国別開発協力パートナーシップの作成 開発プロジェクトのマネジメント ADB、世銀、（人事セッション）、EBRD（導入セッション）の職員との経験を共有 <p>在日留学生が非常に積極的に参加したことによって、ワークショップが非常に活発化して効果的であった。</p>
報告書リンク	IDPCNo1 報告書	IDPCNo2 報告書	IDPCNo3 報告書	IDPCNo4 報告書

評価とフィードバック

4 回の IDPC の総合評価は、平均で全受講者の 46%が Excellent、44%が Very Good と、90%の受講者が高い評価を与えています (表 2)。課題としては 2 日間にわたるオンラインによる密度の高い研修であるため、集中力を持続することが難しいことが指摘されています。

今後は、休憩時間を長くする、レクチャーを短くし、質疑応答と議論の時間を増やす、動画を活用するなどの対策を取る予定です。

次回の IDPC 開催予定

次回の IDPC は、国連機関と国際開発金融機関 (NDBs) 志望者両方を対象とし、2025 年度中 (2025 年 4 月 1 日 ~2026 年 3 月 31 日) に実施します。参加に興味のある方は、career@sridonline.org にご連絡ください。実施要領が出来次第、ご案内いたします。



表 2 受講者による IDPC の総合評価

IDPC	参加者数	Excellent %	Very Good %	計 %
第 1 回	13	45.5	54.5	100
第 2 回	8	14.3	57.1	71.4
第 3 回	11	56.6	44.4	100
第 4 回	21	67	19	86
平均	13.3	45.9	43.8	90



ボックス IDPC 受講者のフィードバック

- 国際開発金融機関 で働かれた経験のある方から生の知見をお聞き出来たこと。特にベトナムとフィリピンのケース・スタディでは、その国特有の特性や課題を学びながら、簡易ながらも解決策を思案する過程を学ぶことができ、国際開発金融機関の役割を理解するために非常に貴重な機会をいただきました。また、全ての講義を通して、国際開発金融機関で働かれた経験のある方と質問を交えたインタラクティブ形式でやり取りをできたこと自体が、国際開発金融機関で働くとはどういうことかをイメージする上で大変貴重でした。
- Mock interview is particularly useful for me. This pushed me to do a lot of preparation in advance, understood what kind of questions HR may be interested to know, and also gave me confidence for my MDB application.
- 民間に就職することを控える身として、どういう専門性を身に着けるべきか、そしてその先にどういった選択肢があるのかを様々な観点から考えることができたこと、非常に有益でした。
- 全体の構成や内容はとても満足でした。特に、現役職員の方々のセッションはすぐに役立つような内容も多く、とても勉強になりました。これはしょうがないことではあるのですが、研修時間がどうしても長くなってしまったため、少し集中力が続かない場面もありました。事前録画などは非常に効率良く感じたので、もう少し他のレクチャーも同様の事前録画形式にもできる可能性はあるかとも思いました。Overall では本当に満足しております。ありがとうございました！

カウンセリング

SRID では、留学準備、進路相談、国際機関への応募方法、CV の書き方、インタビューの受け方、要求される能力、採用後のキャリア開発について助言する等の無料カウンセリングを行っています。SRID ホームページの[申込フォーム](#)からお申し込み下さい。

入会のお誘い

SRID では新規会員を募集しています。興味のある方は「[入会のお誘い](#)」をご覧ください。



編集後記

AIIB が発足した当初、中国の「一帯一路」構想に関連した地政学的観点からさまざまな議論が展開されましたが、日本が参加しなかったためか、AIIB の活動については日本のメディアからほとんど情報が入ってきませんでした。2023 年に、ADB の業務でインドの都市鉄道セクターの評価を行った際、2022 年時点の累積データに基づき、後発の AIIB がインドにおいて最も古いドナーである世界銀行を上回る融資を供与していることが分かりました。2015 年に BRICS が設立した、インドのアメダバードに本部を構える MDB、NEW Development Bank (NDB) も、インドに対して AIIB とほぼ同額の融資を供与しています。

アメリカは国力が弱まり、内向な姿勢を強めています。これまで主導してきた自由市場競争や民主主義、人権、法の支配などのリベラルな価値観を基盤とした多国間主義に背を向け、自国の権益確保に奔走しています。ヨーロッパはウクライナ問題に全力を注がざるを得ない状況にあります。一方アジアでは、グローバル・サウスが実力をつけており、AIIB や NDB の急成長もその象徴といえるでしょう。

2050 年には、アジア地域は人口と GDP の両方で世界の 50% を占める大経済圏となります。日本は Pax Americana の恩恵を受け、戦後の復興と高度経済成長を遂げましたが、今や少子高齢化と人口減少という、



待ったなしの社会的・経済的課題に直面しています。

世界の秩序が大きく変化する中で、これまで培ってきた欧米との関係を大切にしながらも、日本はアジアにしっかりと軸足を置き、過去の経済成長期の栄光にすぎた“上から目線”ではなく、アジア諸国の多様性を尊重し、アジア的な視点を取り入れたリベラルな価値観の普遍主義の修復・改善に努めるべきと考えます。貧困や格差、地球温暖化、大規模災害、感染症対策など、世界共通の課題を他国とともに解決し、アジア地域の安定と成長を通じて、世界の平和と繁栄に貢献することが重要だと思います。

そのためにも、SRID は微力ながら、Lucas Bispo 氏のように、開発の最前線でのキャリアを目指す人達を引き続き応援していく所存です。

(鈴木博明 SRID キャリア開発事業運営委員長、「SRID キャリア開発」編集部)