

NATIONS UNIES
Opération des Nations
Unies en Côte d'Ivoire



UNITED NATIONS
United Nations Operation
In Côte d'Ivoire

Abidjan, 09 March 2004

TO WHOM IT MAY CONCERN

Mr. Joseph OWONDO is the Head of the Human Rights Unit in ONUCI. He has held this position since 15 July 2003. He has built an efficient, action-oriented, Unit from scratch, and almost single handedly. To ensure that Human Rights activities do not remain confined to Abidjan, he has – with his close collaborators – designed an outreach programme, that includes training and advisory services, for Ivoirians. In addition, he has supervised the planning and on-going establishment of a UN “Human Rights” presence throughout Cote d'Ivoire.

Mr. OWONDO is an energetic, result-based professional. While he is prone to display impatience with certain bureaucratic practices, he strongly believes that the promotion of “Human Rights” requires conviction and a certain degree of operational independence. He has to date performed his official tasks with objectivity and a sense of urgency. He works well with his staff and together, they have established useful, formal and informal contacts in Cote d'Ivoire.

Felix Downes-Thomas
Executive Director



**International Criminal Tribunal for Rwanda
Tribunal Pénal International pour le Rwanda**

Arusha International Conference Centre
P.O. Box 6016, Arusha, Tanzania

Tel: 255 27 2504367-72 or 1 212 963 2850 — Fax: 255 27 2504000/2504373 or 1 212 963 2848

Arusha, 24 April 2003

To Whom It May Concern:

In my functions of senior trial attorney and former acting chief of prosecutions, I had the opportunity to supervise Mr Joseph Owondo performances.

Under my direct supervision during the period I was acting chief of prosecutions, he served as a P4 legal advisor.

Mr Owondo has performed his duties with efficiency, integrity, and responsiveness.

He was working under pressure to finalize very important analysis concerning the preparation of one of the most important cases in the Prosecutions Division.

Recently he was assigned of analysis of important sources to use for all trial teams and he performed the assignments timely and successfully.

I have personally appreciated his performance and his excellent relationship with colleagues of different origin and culture.

I have also appreciated his integrity and challenging position face to sensitive situation in the office

He showed a particular inclination to take action to protect human rights.

I recommend him for a post in human rights fields involving human relationships.

Silvana Arbia
Senior Trial Attorney
Office of the Prosecutor
International Criminal Tribunal for Rwanda



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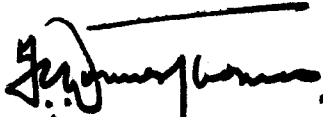
Special Report

Name: Joseph OWONDO
Period covered: 14 July – 31 August 2003

The staff member has maintained an unwavering focus on Human Rights matters. He has pursued with great energy the arduous task of establishing his component from scratch. His future plans demonstrate a vision that intends to deal with Human Rights in Côte d'Ivoire in an objective and comprehensive manner.

- Not satisfactory
- Partly satisfactory
- Fully satisfactory
- A good performance
- A very good performance
- Excellent

Name of supervisor: Felix Downes-Thomas
Executive Director

Signature: 
Date: 6 Oct 2003.

The staff member must sign the report and be given a copy thereof. The signature merely acknowledges that the staff member has read the report and received a copy. It does not necessarily indicate agreement with the evaluations contained in the report.

I have read the report and received a copy thereof. I understand that I may, if I wish, submit a written explanation or rebuttal within one month of receipt of this report in accordance with Administrative Instruction ST/AI/240/Rev.2


Signature of staff member

Date: 08/10/03



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FIELD OPERATIONS PERFORMANCE APPRAISAL FORM

Name (last, first, middle): Joseph Owondo		EOD in UN service: 14 July 2003	EOD in mission: 14 July 2003
Category/Grade/Level/Functional title in mission: P-5 Senior Human Rights Officer		Type of Appointment: ALD	
Name of Mission: ONUCI	Parent Dept./Off. (if applicable):	Period Covered by this Report: 01 September 2003 through 31 March 2004	

PART I: TO BE COMPLETED BY THE STAFF MEMBER ON MISSION SERVICE

1. Describe briefly your major assignments during the period under review; were they clearly defined and explained?

- * **Coordinated** the elaboration, implementation and monitoring of the workplan of the Human Rights Division, assuming the responsibility for the direct supervision of the work of the teams established, including regional offices.
- * Undertook and oversaw the programmatic/administrative tasks necessary for the functioning of the HRD, including preparation of budgets, reporting on budget programme performance, evaluation of staff performance (PAS), interviews of candidates for job openings, evaluation of candidates and preparation of inputs for results-based budgeting .
- * Assumed direct responsibility for the recruitment of international and national staff for the HRD, ensuring appropriate attention to both gender balance and geographic representation in staffing.
- * Managed, guided, developed and trained staff under my supervision.
- * Ensured the preparation of regular reports and ad hoc reports.
- * Advised the SRSG and the Mission on Human Rights issues.
- * Advised and maintained close relation with the UN country team to ensure that human rights approach is integrated into their day-to-day activities.

2. What would be your preferred next assignment in terms of both challenge and hardship?
Political, judicial

PART II: TO BE COMPLETED BY THE STAFF-MEMBER'S SUPERVISOR

If you deem it appropriate, comment on the staff member's response to part I above, specifying which item are you commenting upon. You may further add any additional information regarding the specific nature of the staff member's assignments that merit particular attention (e.g., responsibilities beyond those usually performed at staff member's level)

For each of the following items, please answer the questions as precisely as possible and rate the performance in accordance with the following scale.

5 = Unusual contribution (top 2%): truly exceptional and rare performance which far exceeds reasonable expectations, inclusive of

For each of the following items, please answer the questions as precisely as possible and rate the performance in accordance with the following scale

5 = Unusual contribution (top 2%): truly exceptional and rare performance which far exceeds reasonable expectations, inclusive of creativity, originality and initiative;

4 = Exceeds expectations (top 24%): distinctly better performance than is reasonably expected, inclusive of consistent willingness to undertake additional work;

3 = Fully satisfactory (64%): competent and adept performance that fully meets reasonable expectations;

2 = Partly satisfactory (8%): performance meets some or even most requirements but is in need of improvement;

1 = Unsatisfactory (2%): performance does not meet reasonable requirements;

0 = Not Applicable: performance has no relevance to the specific item in questions.

Please, in ranking the staff member's performance, refer to the relevant group.

Please bear in mind that a 3 rating is fully acceptable in any consideration relating to the staff member's future mission assignments or extensions of appointments. Indeed most personnel are expected to perform at this level.

ITEM EVALUATED	RATING	SPECIFIC PERFORMANCE RELATED COMMENTS
A. QUALITY OF WORK:		Staff member has demonstrated a thorough grasp of human rights issues.
1. Professional knowledge/ skills:	5	
2. Thoroughness and accuracy	4	
3. Analytical ability to assess and synthesize information	4	
4. Creativity in problem-solving	4	
B. QUANTITY OF WORK:		Timeliness has characterized the responses of the staff member. Also, he has developed a set work of "field offices" which reflect his ability to organize and prioritize.
1. Volume of work	4	
2. Promptness of response	5	
3. Ability to organize/ prioritize	5	
C. WORKING UNDER PRESSURE/HAZARD:		The quality of work produced by him and under his supervision has been of an extremely high professional quality. This has been maintained throughout the period under review.
1. Ability to maintain quality of work	4	
2. Readiness to accept added duties	5	
3. Willingness to volunteer when necessary	4	
4. Morale and poise under stress	3	

E. COMMUNICATION SKILLS:		He expresses himself well on paper, especially in French.
1. Written presentation	5	
2. Oral expression	4	
F. DEPENDABILITY AND ADAPTABILITY:		Staff member can be relied upon to perform his duties almost independently. His performance during the various periods of acute crises in Côte d'Ivoire, the staff member attitude and performance were exceptional.
1. Reliability in working with minimum supervision	5	
2. Willingness to adapt to new requirements	4	
3. Adaptability to conditions of hardship/hazard	5	

G. SUPERVISION SKILLS (complete only if relevant):		
1. Ability to set and prioritize goals	5	
2. Ability to organize available resources	4	
3. Ability to monitor and evaluate subordinates	5	
4. Ability to motivate subordinates	4	
5. Ability to delegate work	5	
6. Ability to build and sustain teams	4	

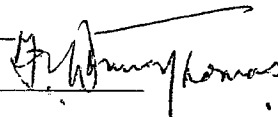
Please respond to the following summarizing questions by including the appropriate column adding a comment when appropriate.

QUESTION	YES	NO	COMMENTS
Given what you know about mission assignment, is the staff member suited for such assignment physically? Psychologically? Attitudinally? Please explain.	✓		
Would you choose this staff member to participate in particularly demanding mission assignments?	✓		

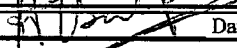
The FOPA is the culminating point of a continuous period of appraisal. It is advisable that the performance be periodically discussed with the staff member. Please indicate in the appropriate space provided: _____

Have such discussions taken place? YES _____ NO _____

Has such discussion taken place in connection with this report? YES _____ NO _____

Name and title of reporting supervisor: _____ Signature  Date _____

PART III: TO BE COMPLETED BY CHIEF OF MISSION FOR SUBSTANTIVE STAFF/ BY CHIEF ADMINISTRATIVE OFFICER FOR ADMINISTRATIVE STAFF (if the size of the mission justifies it, the above mentioned officials may delegate this authority to a designated official)

Name and title <u>ALBERT TEBENSKE Head of Mission</u> Signature  Date <u>29 Jun 2004</u>
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In your view and experience how would you rank the performance of the staff member according to the following parameters from best to worst in reference to the relevant peer group:

1) Best 2% _____ (i.e., unusual contribution);
 2) next 24% ✓ (i.e., exceeds expectations);
 3) next 64% _____ (i.e., fully satisfactory);
 4) next 8% _____ (i.e., partly satisfactory);
 5) last 2% _____ (i.e., unsatisfactory).

Your comments are appreciated but are optional except when the staff-member's performance was ranked either by the reporting supervisor or by yourself as either above (2) or below (3).

After the FOPA has been completed, the staff member must sign the original of the report and be given a copy thereof. The signature merely acknowledges receipt and does not necessarily indicate agreement with evaluations contained in the report. Within one month of receipt of this report, the staff member may submit a brief written explanation or rebuttal in accordance with administrative instruction ST/AI/240/Rev.2

Signature of staff member

Date

17/06/04



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FIELD OPERATIONS PERFORMANCE APPRAISAL FOR STAFF ON MISSION SERVICE

INTRODUCTION

The FOPA (Field Operations Performance Appraisal) is designed specifically to meet the unique requirements --and appreciate the unique qualities--present in mission service.

Mission service is a process of utmost significance; the FOPA is a formal, systematic report reflecting a periodic appraisal of this process. The primary implications are that the periodic form is as valuable as the substance of the process it is to mirror; that a moment of reflection over a continuous period of activity is never to be considered as less important than the activity itself, and that a complete form which indeed reflects the process should be neither cumbersome for the supervisor to provide nor surprising for the supervisee to receive.

The FOPA evaluates how well an individual is carrying out the duties and responsibilities of his/her current position in mission service, inclusive of that individual's potential--or need--for further development, either within a mission, or within the wider United Nations context. In this sense, the FOPA is bi-focal: it evaluates what has been achieved and looks ahead at developmental possibilities.

The importance of such an evaluation to the Organization, to supervisors and to supervisee cannot be overstated.

From an organizational perspective, the United Nations is as good as its human resources. The FOPA allows it insight into that resource in a manner that affects the essence of the management of human resources, providing invaluable data concerning the recruitment and staffing process, job design, and career development, including training, transfer, promotion and compensation.

From the perspective of the supervisor, the FOPA reflects on his or her success in planning the work, the task of which it consists and their order of priorities, and in directing the personnel under his or her supervision in a manner directly related to this design. The individual supervised should find in it a true reflection and a constructive feedback on his or her performance, thereby assisting in the pursuit of an effective career development.

The structure and components of a FOPA form should be common knowledge throughout the mission and, in fact, can serve as a guiding management tool. The completion of a specific form, however, is a confidential activity involving direct communication between the staff member, the immediate supervisor and the COM or the CAO for staff members performing substantive or administrative functions respectively.