



To whom it may concern

Karen Kelleher Carneiro worked as a graphic design consultant with the UNDP Borderlands Centre in Nairobi where I am the Communications Specialist. This involved the design, layout, photo editing, map plotting and infographics for several briefs, project reports and Power Point presentations.

Karen has excellent design skills, is flexible, professional, and capable of understanding the importance of cultural differences. She was able to establish and maintain good professional relations with our team. This enables her to produce high quality deliverables under tight time constraints through home-based contractual arrangements.

Future employers should feel confident that their design needs will be addressed in a timely manner and with consistent quality. I would recommend Karen for any graphic design assignments.

DocuSigned by:
Sincerely,
Karen Shawa
Karen Shawa

Communications Specialist - Africa Borderlands Centre
Nairobi Thematic Hub
United Nations Development Programme

To who it may concern

I am pleased to write a reference letter concerning the professional abilities of Ms. Karen Kelleher.

I first met Ms. Kelleher during my assignment in Timor-Leste in 2010. At the time I was working as UN Electoral Legal Adviser for the UN Electoral Support Team integrated of UN and UNDP officials. Ms. Kelleher was also part of this team working on the ground as a graphic designer. The work of Ms. Kelleher included a wide range of awareness products such as posters, layout of manuals and newsletters. She was able to grasp the core issues that were to be communicated and to present these concepts in a user-friendly and attractive manner which facilitated the understanding of the target audience. Her work was no doubt an important asset to the success of our team.

More recently, in my capacity as Chief Technical Adviser and Project Manager of the UNDP Strengthening the Electoral Cycle in the Solomon Islands Project, I had again the pleasure to work with Ms. Kelleher. I engaged her services in 2019 and she continued in the team until 2022 providing remote graphic design services for a number of different deliverables. This included for example the layout of a complex report covering a period of six years and a half to be submitted to the European Union. The report contained extensive narrative and numerical data and therefore included multiple graphs and tables. Its layout was an important element to facilitate the presentation of the project information and achievements to the donor which commended the clarity and organization of the information. The work of Ms. Kelleher has also included the artistic advice and preparation of awareness products with respect to the Outstanding Women of Solomon Islands Initiative. This involved the artwork and logo of this initiative and the design and layout of a booklet, posters, banners and brochures presenting the stories of women leaders and the work being done by the Outstanding Women (OW) Initiative. Ms. Kelleher's work has made a key contribution to build the image and concept of the OW.

Ms. Kelleher has extensive experience supporting the work of projects in post conflict setups. Her previous experience on the ground in several complex UN missions provides her an in-depth understanding of the communication needs and support needed. Not only she has excellent graphic designer expertise and artistic skills but she is also a mature professional who is flexible and capable of understanding the importance of cultural differences in numerous contexts. She is able to establish and maintain good professional relations with a wide range of colleagues. This enables Ms. Kelleher to produce high quality deliverables under strict time constraints through home-based contractual arrangements as it has been the case through her engagement with UNDP Solomon Islands.

I have no hesitance in recommending Ms. Kelleher for any graphic design assignments.

A handwritten signature in black ink, appearing to read 'Olga María Rábade Rodríguez', written in a cursive style.

Olga María Rábade Rodríguez (3 February 2022)

4 April 2019

Dear James

Karen Kelleher Carneiro has been working as a long-term freelance designer in two organizations where I happened to head communications operations that involved large and sensitive publication projects. During this time, I have been consistently impressed by both her design skills, her professionalism and commitment.

While working for OCHA South Sudan, Karen established herself as our most senior designer, taking on projects that require both high levels of creativity and technical skills and frequently working under very tight deadlines. Some examples of the type of work she has been responsible for include Humanitarian Overviews and Response Plans. She is fluent in all the appropriate graphic design software.

Most recently, while working as Head of Communications at the Integrated Food Security Phase Classification (IPC) Karen, again successfully helped the design of the IPC Technical Manual 3.0.

Future employers should feel confident that their design needs will be addressed in a timely manner and with consistent quality. She would be an asset to any employer and I recommend her for any endeavor she chooses to pursue. Thank you.

Sincerely,

Frank Nyakairu
IPC Global Communications Officer
IPC Global Support Unit
Food and Agriculture Organization for the United Nations

11 September 2018

To whom it may concern,

In August of this year, UNICEF procured the services of design consultant, Ms. Karen Kelleher Carneiro, for the Young People's Agenda Pitch document.

I supervised the project and Karen was flexible and a pleasure to work with. The project was turned around quickly and delivered on time. She also came in under the estimated budget for the days worked.

With her experience, skills and professionalism I would recommend Ms. Karen Kelleher for future design projects.

Sincerely,



Pamela Pagunsan

Communication for Corporate Partnerships
Geneva, Switzerland

Email: ppagunsan@unicef.org

United Nations Children's Fund

Palais des Nations, CH-1211 Geneva 10

United Nations Nations Unies

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12 September 2018

Dear Sir/Madam,

It is my pleasure to provide a letter of reference for Ms. Karen Kelleher Carneiro.

Ms. Kelleher Carneiro has worked on a number of publications with the Office for the Coordination of Humanitarian Affairs' Policy Branch, most recently on the *New Way of Working* booklet to introduce a policy priority in follow-up to the World Humanitarian Summit, as well as on the inaugural *Agenda for Humanity Annual Synthesis Report* (2017), also in follow-up to the World Humanitarian Summit.

For the *New Way of Working* booklet, Ms. Kelleher Carneiro was tasked with developing original visuals to illustrate complex policy ideas, as well as with designing the booklet from scratch. Her work on the *Agenda for Humanity Annual Synthesis Report* has to be commended: she was required to develop original branding and a document identity, develop visuals to enhance reporting and adjust layouts as the report underwent clearance. This was done under a very tight timeframe.

Ms. Kelleher Carneiro delivered all projects in time, using the time difference between New York and Portugal to our advantage, by working on changes overnight so they could be ready for review during New York working hours. She was not afraid to ask questions if something was not clear. She exhibited a high degree of flexibility when faced with last-minute modifications during the clearance process and she displayed great commitment to the quality of the publications. I do not hesitate to recommend her as a graphic designer for any project.

Please do not hesitate to contact me if you should require further information through barajas@un.org or 917 367 5356.

Yours sincerely,



Lilian Barajas
Humanitarian Affairs Officer
Policy Analysis and Innovation Section
Policy Branch
Office for the Coordination of Humanitarian Affairs

Dili, Timor-Leste, 31 October 2012

TO WHOM IT MAY CONCERN

I have known Ms. Karen Kelleher since March 2007 during which time she worked as Electoral Senior Graphic Designer, part of the UN Electoral Support Team (UNEST). UNEST is an integrated UNMIT/UNDP effort to support and assist the national electoral management bodies in the organization and conduct of free, fair and democratic elections. In her capacity, Karen greatly contributed to the success of the electoral assistance provided to the Timorese electoral management bodies and political parties for the organization and conduct of the 2007 National Elections, 2009 Community Elections and 2012 Presidential and Parliamentary Elections.

Her area of expertise ranges from the design and development of voter and civic education campaign strategies to the coordination, design and production of the electoral related materials needed for the pre-electoral, electoral and post-electoral periods. Her performance was outstanding due to the previous extensive electoral experience and professionalism and commitment in her daily work. Her permanent positive attitude, team spirit and dedication were highly appreciated by the team and national counterparts.

Among her main achievements, together with the national counterparts, Ms. Kelleher successfully coordinated, designed, developed and produced the voter and civic education campaigns and materials for the electoral processes organized in Timor-Leste in the electoral cycle 2007 - 2012. Also, she conducted periodical training sessions and workshops with the colleagues from the Electoral Management Bodies in order to build the capacity in the area of design and development of outreach campaigns and electoral materials. Due to her efficient efforts, sustainable progress has been achieved in both institutions in terms of capacity and understanding of the process.

Therefore, I would highly recommend Karen Kelleher for other UN positions in the area of electoral assistance that could benefit from her experience, skills, knowledge and professionalism.

Sincerely yours,

Dan Radulescu

Project Manager

United Nations Electoral Support Team (UNDP-UNMIT)

Respect Building, Dili, Timor-Leste

Phone: +670-77311582

Email: dan.radulescu@undp.org



Dili, Timor-Leste 30 July 2012

To Whom It May Concern:

I highly recommend **Karen Kelleher Carneiro** as a candidate to be included in the electoral roster of UNDP Electoral Division. Karen has worked as a Graphic Designer for the UNDP Electoral Project in Timor-Leste since January 2007. As the Chief Technical Advisor of this project I have been Karen's supervisor for the past 5 years.

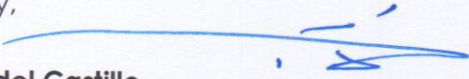
Karen's main functions are to advise and design voter and civic education materials for the Electoral Management Bodies in Timor-Leste. Karen works very well under the pressure of tight schedules and has proved to be committed to the production of high quality materials by or before deadlines. She is an extremely talented, creative person who has strong in depth knowledge graphics combined with a thorough understanding of voter education and election programs.

In addition to her strong work ethic and excellent design skills, Karen is always willing to assist with tasks outside her terms of reference. A recent example was her work with UNwomen and UNICEF in the design of targeted electoral campaigns. Karen always wanting to ensure the cohesiveness and quality of all electoral materials was happy to offer her assistance.

Karen works exceptionally well with her colleagues and she is a pleasure to work with and manage. She would be an asset to any Electoral team.

Should you require any further information, please don't hesitate to contact me.

Sincerely,



Andres del Castillo
Chief Technical Adviser/Head of UNEST
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UNITED NATIONS
ELECTORAL
SUPPORT TEAM





Timor Leste

6 July, 2007

To Whom It May Concern:

It is with pleasure that I write to you as a referee for Karen Kelleher who worked as a Graphic Designer for the UNDP elections project in East Timor from January through July 2007.

Karen's main functions were to advise and design voter education materials and three consecutive ballot papers for the Technical Secretariat for the Administration of the Elections (STAE) in East Timor. Karen worked very well under the pressure of tight schedules and proved herself to be committed to the production of high quality materials by or before deadlines. In addition to her strong work ethic and excellent design skills, Karen was always willing to assist with tasks outside her terms of reference. A recent example of this occurred during the printing of the Parliamentary election ballot at which time she took on responsibilities which were not originally assigned to her for the monitoring and evaluation of the printing process which took place outside of the country, in Indonesia.

Karen has worked exceptionally well with her colleagues and she has been a pleasure to work with and manage. I highly recommend Karen for future graphic design work and look forward to having an opportunity to work with her again in the future. If you have other questions about Karen's skills and qualifications, please do not hesitate to contact me at wwclive@hotmail.com.

Sincerely,

Bill Clive

Project Manager

UNDP Support to the Timorese Electoral Cycle



UNEST



TIMOR-LESTE

UNITED NATIONS ELECTORAL SUPPORT TEAM IN TIMOR-LESTE

12 October 2009

Dear Karen,

As you are aware, the Community (Suco) Elections organized by STAE and monitored by CNE have been completed, as scheduled, on the 9th of October countrywide. Massively the voters participated in the process polling in general in a peaceful and responsible manner, with minimum problems reported. At present time the CNE is initiating the verification of the electoral documents in Dili. This has been possible also because of the important and significant work of the UNEST team.

Your particular contribution has been extremely "visible" and welcomed. It was unanimously agreed that the voter and civic education materials designed and produced with your support has greatly contributed to the high level of participation in the referred Elections.

We would like to take this opportunity to thank you warmly all for the hard work and unlimited commitment for the success of these Elections.

Best regards,

UNEST Management Team.



15 October 2009

"On the 15th of October, the President of the Republic visited the Technical Secretariat for the Electoral Administration (STAE) HQ in the aftermath of the 2009 Community (Suco) Elections. In this regard, the President took the opportunity to congratulate STAE for the successful preparation, organization and conduct of the elections and the National Electoral Commission (CNE) for their efficient supervision of the electoral processes.

The President also congratulated the UN for the assistance provided through out the process. In this context he mentioned that the UN should continue its support towards the Municipal (local) elections up to the following the general elections in 2012.

In addition, the President of the Republic specially mentioned the voter and civic education campaigns designed and organized by STAE, CNE and supported by UN aimed to inform and educate voters on the electoral process. In this regard, Mr. Horta commended the quality and visibility of the materials utilized in the outreach activities namely: posters, banners, flyers, newspapers ads which all contributed to the high voter turnout and good knowledge of the electoral process.

Looking at the importance of the voter and civic education campaigns for an electoral process, the President also praised specifically the professionalism and clarity of the design of the materials and recommended UN to continue the same positive trend for the coming Local and General elections."

I am very much pleased to hear that Ms Karen Kelleher has been short-listed for the position of Graphic Designer. In a similar capacity, she performed an outstanding job in Kabul (2003-2004), leading a team of national graphic designers with an effective ability to team working. She always demonstrated high level of commitment to the project delivery. The quality of the outputs (posters, leaflets, manuals...etc) of her Graphic Design unit were very much valued. She is also very familiar with electoral operations and as far as I remember, worked in East Timor in 2000-2001 with UNTAET, hence making her a suitable candidate for the position of Graphic Designer. I am fully supportive of Ms Kelleher appointment with UNDP East Timor. She will be a real asset to your project.

With best regards

JL

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جمهوری اسلامی افغانستان
دار الانشای دفتر مشترک تنظیم انتخابات



د افغانستان اسلامي جمهوریت
دانتخاباتو دتنظیم گډ دفتر دار الانشاء

Islamic Republic of Afghanistan
Joint Electoral Management Body Secretariat

JEMBS

Recommendation Letter

I became acquainted with Karen Kelleher, when she took her position as Manager of the Graphics Department with the Joint Electoral Management Body Secretariat, United Nations in July 2003. The JEMBS was responsible for implementing the 2004 Presidential Elections and 2005 Parliamentary Elections in Afghanistan.

As Manager of the Graphics Department, Karen was responsible for the set up of the department, management of the day-to-day operations, supervision and training a staff of 14, vendor liaison and management, planning and scheduling, design of official logos and overall branding image, strategizing and implementation of effective visual communication campaigns, ballots and election print materials.

As a member of the Public Outreach Department, I found Karen to be a conscientious, creative and talented person whose performance is of a very high standard. Her program was thoroughly prepared and professionally executed. Karen's strong leadership, management, and administration skills are very impressive. Her position required extensive planning, a very high production of creative materials and meeting very tight deadlines –including working with international production companies.

Karen is a well-rounded professional. She is extremely talented, creative person who has strong in depth knowledge graphics combined with a thorough understanding of civic education and election programs.

Should you require any further information, please don't hesitate to contact me.

Yours sincerely

Samantha AUcock
Head of Public Outreach Department
UNOPS, JEMB, Kabul
sjaucok@yahoo.com / samanthaa@unops.org.af

Date: October 2005

Brennon Jones

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Regarding Karen Kelleher

To Whom It May Concern:

This is a letter in reference to Karen Kelleher with whom I worked for several years (2000-2002) in East Timor as a part of the UNTAET mission.

In my capacity as Head of Publications and then Deputy Director of the Office of Communications and Public Information (OCPI) for the UNTAET mission, I worked on a day-to-day basis with Karen who was the head of design and graphics for OCPI and the UNTAET mission.

Karen came to the mission with extraordinary design and administrative talents. Those skills proved invaluable as she headed up a design team of some six to eight people who designed and oversaw printing and distribution of a host of crucial public information. The publications were essential to the operations of the mission; to keeping the Timorese population informed on a range of political, economic and developmental concerns; and in providing key information to the Timorese that they needed in regard to both the national Constituent Assembly elections and the Presidential elections.

Karen and her team designed books and a 100,000 circulation, monthly, tabloid newspaper in four languages, as well as dozens of informative posters and myriad other publications related to the rebuilding of East Timor and the training of its civil service and police and defense forces. They also designed and produced all the printed material to inform Timorese citizens as they participated in the nationwide Constituent Assembly and Presidential elections

The demands on Karen were unceasing, and not just from OCPI, but from a variety of UN agencies and the Electoral Commission as well. Confronted with this immense workload, Karen demonstrated her ability to keep a cool head under pressure and to impressively manage myriad administrative and production details, while overseeing a large staff, and doing it with competence and cheer.

In 2003, while I was with the UN in Afghanistan, I had the opportunity again to work a bit with Karen. I also had the chance to see her establish a first class design and graphic

unit there that has made a critical contribution to the electoral campaigns in that country and to the UN's overall public information agenda.

I should also mention that Karen has left a worthwhile legacy in East Timor, Afghanistan and the other countries she has worked: She has invariably inspired and trained national staff in design, graphics and administrative and production procedures, so they can make a continuing contribution in their countries after she is long gone.

Karen will make a significant contribution in whatever mission she next chooses to join. I can give her no higher recommendation.

Brennon Jones
New York
November 4, 2005