

**To Whom It May Concern**

**Subject: Certificate of work Mr. Carsten H. Olsen**

The undersigned hereby certifies that Mr. Olsen was employed by Ramboll Management A/S from January 2, 2004 until end of 2005, work as a Team Leader/Deputy Director of PHARE Project on "ESF Project Generation Facility (PGF) in Hungary"

He carried out the following functions/tasks:

- 1) Team-leader/deputy director in Phare Project on "ESF Project Generation Facility (PGF) in Hungary" – budget 7.1 MEUR, managing 200 Hungarian and 50 international experts assisting 400 projects with developing and preparing their fully-fledged applications in line with EU regulations and the Hungarian calls and guidelines.
- 2) Managing and organising the provision of technical assistance to appraisal and elaboration of socio-economic projects based on the principles of project cycle management
- 3) Developed and implemented quality assurance of assisted projects
- 4) Designed and implemented workshop trainings for project providers on project cycle management, project idea development, project management, budgeting/accountancy/procurement and sustainability
- 5) Conducted a future oriented Summary Study based on an assessment of the experiences made in the PGF project within labour market, education and social sector
- 6) Co-operation with Prime Minister's National Development Office and relevant Managing Authorities and intermediary bodies with the aim to monitor the Phare Project and assist in the capacity build up within the authorities.

Mr.Olsen carried out his assignment to the entire satisfaction of our Company. In this project he has presented himself as a good professional who took much interest in his work, maintained good relationships with the client and the contractors, and was careful in obtaining results in accordance with financial and technical planning.

Aarhus, 14 April 2010

A handwritten signature in blue ink, appearing to read "Susanne T. Nielsen". The signature is fluid and cursive, with the first name being the most prominent.

Susanne T. Nielsen  
Managing Director