



Letter of Recommendation

I the undersigned, hereby certifies that Mr Carsten Høymann OLSEN was employed by Ramboll Management A/S from January 2004 until December 2005, as Team Leader/Deputy Director of the PHARE project "ESF Project Generation Facility (PGF) in Hungary". The project budget was 7.1 MEUR.

Tasks and assignments performed

During the above mentioned period Mr. Carsten H. Olsen performed the following tasks and assignments:

- Substitute the undersigned as Project Director in my absent
- Monitor, evaluate and supervise the operation
- Professionally manage the project with special attention to the efficient know-how transfer on Social Fund project development practice
- Compose all Project Implementation Teams in co-operation with the Hungarian Project Manager
- Supervise the Expert Groups
- Supervise the Financial Manager
- Lead the Operational Management Unit on a daily basis
- Coordinate reporting activities
- Strategically control the Quality Assurance Plan

Personal assessment

Mr. Carsten H. Olsen has worked to the absolute satisfaction of the company (at that time named Rambøll Management). He is very good in both analytic and practical subjects and works with a professional attitude and a good ability of communicating with internal and external experts and partners. He is a thorough and reliable person who gets along extremely well with people. I give him my very best recommendations for future assignments.

Yours faithfully

Henning Christensen

Former Manager and Project Director at Rambøll Management

Regional Udvikling
Sekretariatet
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