

**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 01/2007 to 03/2007 as a Short Term Expert in the framework of SIDA/DFID funded project: "Advisory Support to the Development Assistance Coordination Unit (DACU), Ministry of International Economic Relations"

Mr. Olsens tasks were within this SIDA/DFID funded Change and Performance Management Project entitled "Advisory Support to the Development Assistance Coordination Unit (DACU), Ministry of International Economic Relations" supporting the Serbian Foreign Aid Coordination Unit to :

- 1) Develop an Employment Generation Strategy Paper (a joint platform) in order for line ministries, Ministry labour and social policy, Ministry of education and sport and Ministry of Economy to identify, plan and prioritise future development projects and coordinate these with the donor society
- 2) TA to line ministries on donor coordination and policy development in the field of economic, educational and employment development

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 the technical planning.

Aarhus, 14 April 2010



Susanne T. Nielsen  
Managing Director

## 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



Susanne T. Nielsen  
Managing Director