



ECORYS Nederland BV

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To whom it may concern

Subject

Letter of reference / Certificate Mr. Carsten H. Olsen

Rotterdam
14 April 2010

The undersigned hereby certifies that Mr. Olsen was employed by ECORYS Research and Consulting from 10/2008 to 04/2010 as long-term key expert leading the Institutional Building Component within the framework of the PHARE funded project: Active Employment Measures Project II (ISKUR).

Our ref.
PET/NZ EI17212/37

Mr. Olsen has assisting the Turkish Employment Services (ISKUR) with implementing Institutional Building Component in 28 provincial/local Employment Pilot and Model Offices as part of the Phare Programme giving "*Support to Active Employment Measures and the Turkish Employment Organisation at local level*" with special focus on provincial action plans, provincial sector labour market studies, gender mainstreaming, carrying out events in provinces, employers relations, vocational guidance and counselling methods, self-assessment tools in relation to vocational guidance, job search and entrepreneurship, reviewing ISKUR IT Portal in terms of user friendliness, as well as promoting the European Employment Strategy and improving capacity of provincial employment and vocational training boards. The assistance has been carried out through training sessions, seminars/workshops and conferences, supported in many cases by developed guidelines and manuals.

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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.

ECORYS Nederland BV

Marjolein Peters
Project Director
ECORYS Labour & Social Policy

