

To whom it may concern

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Rotterdam,
19 July 2013

Our reference

Subject: LETTER OF REFERENCE/CERTIFICATE

Project name: Technical assistance to Active Employment Measures and Support to Turkish Employment Organization at Local Level - EuropeAid/125370/D/SER/TR and contract number TR0602.03.001.

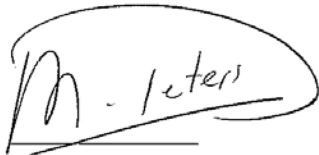
The undersigned, Marjolein Peters, hereby certifies that Mr Carsten Høymann OLSEN was employed by ECORYS Research and Consulting from 10/2008 – 4/2010 as long-term key expert leading the Institutional Building Component within the framework of PHARE funded project “Active Employment Measures Project II (ISKUR)”. The overall value of the project was approximately €4m.

The project aimed at improving the existing capacity of ISKUR to design, develop and implement labour market policies and programmes in order to contribute to human resource development aligned with the European Employment Strategy, particularly at local level. The tasks the expert was involved in included:

- a) Provision of Capacity Building to Turkish Employment Agency staff and its local branch offices in the field of labour market policies and social inclusion of the disadvantaged groups;
- b) Implementation of the Institutional Building Component in 28 provincial/local Employment Pilot and Model Offices;
- c) Development and implementation of active labour market measures aiming at the social inclusion of disadvantaged women in the labour market including training and retraining of young and adult women, provision of vocational guidance methods, design of self-assessment tools in relation to vocational guidance, provision of career counselling services;
- d) Design of provincial action plans, carried out provincial labour market analyses in gender mainstreaming and reviewing ISKUR portal.

Mr. Olsen carried out his assignment to the satisfaction of our company. In this project he 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

Your sincerely,

A handwritten signature in black ink, reading "M. Peters", enclosed within a large, hand-drawn oval. A horizontal line is drawn beneath the signature.

Marjolein Peters
Project Director
ECORYS Labour & Social Policy