

To Whom it May Concern

SUBJECT	REFERENCE	DATE
Reference for Developing an Assets Management Strategy for the Bulgarian National Railway	B20100542	October 5, 2010

With this reference we hereby certify that in February 2006 – December 2007 periods the Institute of Transport and Communications Ltd., BULSTAT 831144533. Has participated in partnership with NEA Transport research and training, Witteveen+Bos and Tebodin Consultants & Engineers in the implementation of the project,

Developing an Assets Management Strategy for the Bulgarian National Railway Infrastructure Company

The project with reference PPA05/BG/9/2/ was financed by EVD, the Dutch Agency of the Ministry of Economic Affairs and was commissioned by the Bulgarian Ministry of Transport. Its purpose was to assist the National Railway Infrastructure Company (NRIC) in developing an assets management strategy that will enable it to manage the Bulgarian railway infrastructure efficiently and improving its quality. The specific project tasks were:

- Preparation of a baseline report on the institutional setting and legislative framework concerning asset management rail infrastructure in Bulgaria
- Needs Assessment for improvement of the institutional situation concerning rail asset management in Bulgaria
- Preparation of an advisory plan on efficient and effective rail asset management, including an implementation plan
- Monitoring the implementation of the advisory plan and staff training
- The consultancy services done by the Institute of Transport and Communications experts within this project referred to:
 - Review and assessment of NRIC operational assets
 - Elaboration of forecast for the future traffic along the railway network managed by NRIC as a basis for estimation of future maintenance needs
 - Input in elaboration of NRIC financial analysis and in developing of proposals for NRIC financing mechanism improvement

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- Input in elaboration of Strategy for non-operational assets' management
- Organization of staff training events, workshops, seminars and official meetings with the World Bank and CER.

In carrying out these services the Institute of Transport and Communications has not only lived up to the level of expectations but also exceeded it especially by contributing to the overall satisfaction of the Client and the Beneficiaries.

In conclusion we stress that we would be most happy to collaborate with the Institute of Transport and Communications in similar projects and wish them every success in the future.



Menno Menist
Managing Director