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Reference
To whom it may concern

With this reference we hereby certify that the **Institute of Transport and Communications (ITC)** and its following employees:

- **Mrs Kristiana Chakarova**, CBA and financial expert
- **Mr Ivo Stefanov**, legal and institutional expert,
- **Mr Lyudmil Ikonov**, environmental expert
- **Mr Vladimir Chakarov**, public procurement expert
- **Mrs Svetlana Dermendzhieva**, ERDF Application forms expert

have, in cooperation with us, **ROM Transportation Engineering** as main consultant, participated in the implementation of the project

Elaboration of set of documents aiming at modernisation and development of sustainable urban transport in the city of Varna,

funded under the Grant scheme BG161PO001/5.1-01/2008 "Technical assistance for programming, management, monitoring, evaluation, information, control and capacity building for implementation of Operational Programme "Regional Development".

The project consisted of:

- Critical review of the City public transport strategy;
- Identification of possibilities for and methods to promote a modal shift from use of private car to public transport, cycling and walking;
- Critical review of existing demand analysis, including traffic forecast models and surveys and if needed preparation of new or supplementary analysis and forecasts to international standards;
- Preparation of a feasibility study to international standards, taking account of national and EU requirements and guidelines;
- Advice on potential changes to the institutional arrangements in the City to deal with the Public Transport System and optimised traffic management;
- Environmental Assessment of the project, taking account of EU and national Requirements and
- Preparation of a sound ERDF application according to the Major Projects application form, suitable for submission to the national authorities and the European Commission.

Within the project the ITC team has been responsible for elaboration of:

- Cost benefit and financial analyses and project financing plan for project alternatives and preferred set of project components
- Sensitivity and risk analyses
- Legal and institutional analysis, incl. recommended institutional structure for project implementation
- Environmental Impact Analysis for project alternatives and preferred set of project components
- Project Procurement Strategy and Implementation Plan
- Application form for financial assistance from European Regional development fund under art. 39 to 41 of Regulation (EC) № 1083/2006 for major project with total budget of EUR 58.5 million.

ITC expert team performed assigned tasks with professionalism and diligence in accordance with project implementation time-schedule and budget. Furthermore, ITC experts contributed to the successful completion of the project and the satisfaction of the Ministry of Regional Development and Public Works of the Republic of Bulgaria as client, the city of Varna as beneficiary and the EC Joint Assistance to Support Projects in European Regions (JASPERS). As evidence of this the Management Authority of the OP RD and the City have signed contract for grant assistance on July 9, 2012.

It is our pleasure to highly recommend the Institute of Transport and Communications and its experts for similar and related projects.

Your, sincerely



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