



Manja Township, P. O. Box 32051, Blantyre 3, Malawi.

Phone: +265994447334 /+265888246344 Email: info@badilikamw.org

11th July 2018

To Whom It May Concern

REFERENCE LETTER FOR AVERILE RYDER GLOBAL REWARD SPECIALISTS

We would like to certify that Averile Ryder Global Reward Specialists referred to as ARGRS in this letter was commissioned by the Badilika Foundation to assist with the human capital compensation review. ARGRS processed salary, benefits and conditions of employment surveys.

Badilika Foundation is a registered non-governmental organization working in Malawi with a focus on developmental, education and health work. Badilika's mission is to use integrated, holistic, community-based efforts to socially and economically empower vulnerable women and girls. Badilika has been implementing a two-year project entitled "**Girls Education Support (GES)**" under the DREAMS Innovation Challenge (DREAMS IC) which is funded by the United States Department of State (DoS) and managed by JSI Research and Training Institute to contribute to DREAMS-IC's goal of keeping girls in school in order to stay free from HIV infection, pregnancy and early marriage. The GES project is working in 15 secondary schools and targeting 900 adolescent girls and young women in Traditional Authorities Chikowi and Mlumbe in Zomba district.

The ARGRS company ably met our requirements and conducted the review within a specified period. In respect of that we would not hesitate to recommend ARGRS to your company. We have no doubt that should you enter into a business with ARGRS they will accord you with the same dedicated and professional service that they have accorded Badilika Foundation.

Please do not hesitate to contact the undersigned should you need more information.

Yours sincerely,

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Executive Director