

27 September 2021

**To whom it may concern:**

**Re: Reference Letter - The Advisory Bay (Pty) Ltd**

For the past year, Johannesburg Child Welfare (JcW), one of South Africa's largest NPOs servicing children has had to undergo restructuring and implement turnaround strategies. As the treasurer of JcW, I appointed The Advisory Bay (Pty) Ltd on several aspects around creating a turnaround strategy and implementing it within JcW. Hiten Keshave, the director of The Advisory Bay (Pty) Ltd has been instrumental and a huge asset to the organisation in helping us understand our broader strategic elements to allow long term sustainability of the organisation. This includes elements from restructuring our balance sheet, to cutting costs, to broader initiatives required to grow the top line, even as an NPO.

We highly recommend The Advisory Bay (Pty) Ltd to anyone looking to maximise on efficiencies and effectiveness in business. Their business knowledge is undisputable regardless of which stage you are in business.

If you have any further questions please feel free to contact me as per the details below.

**Yours faithfully**



**Name: Abubakr Hattas**

**Contact Details: 0835774700**

**Position: treasurer**

**Company: JCW**

**Date:27/09/2021**