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TO WHOM IT MAY CONCERN

KTDA Holding Limited confirm that Julian Rowa facilitated (as consultant) the development of the KTDA Foundation 5-year Strategic Plan 2017/18 to 2021/22 between February to April of 2018. The plan was delivered with the requisite business strategy to support the progressive transformation that KTDA F wished to sustain into the future in line with the objectives of the mother company. This was done in close collaboration with the Board of Trustees, Executive Directors and Senior Management, the Foundation, Strategy Staff, Strategic Partners (buyers locally and abroad), Subsidiary Companies, Factory Companies and other Stakeholders.

The broad objectives was to position KTDA Foundation to continue being relevant, provide quality services to the farmers through innovative programmes, support and develop sustainable solutions that engender further origination, growth and scale up and to demonstrate value addition to ALL the stakeholders. Other tasks included:-

- In-depth desk review including (Organisational Analysis, Literature and Documentary review) to guide the process.
- A strategic paper that articulated the theory of change (where all pillars were anchored), shared values, opportunities and strategies for collaborative ways of working and
- Facilitate a 1 day Board and Management retreat meeting as part of a feedback mechanism ahead of sign-off.

Other considerations were, funding and resource mobilization plan, an execution plan inclusive of budget and support structure, brand visibility and positioning, appreciative inquiry, an operating model, risk profile and a Balance Scorecard with associated KPIs.

KTDA Foundation wishes to acclaim Mr. Rowa for his excellence in delivery within the TOR (scope, time and budget), the sense of professionalism, his scholarly and practitioner instincts that helped conceptualise and/or simplify concepts and models and the ability to manage the expectations of very senior executives during the entire process with his depth and a fun filled work setting.

Our experience consorting in this process therefore gives us the confidence to recommend Julian Rowa for similar engagements in the future.

Sincerely,

Sudi Matara
Head, KTDA Foundation