



Centre for Sustainable Investment Initiatives

Centre for Sustainable Development
Initiatives

Sinza Mori Plot No 16

Mori Road

P.O Box 34210

Dar es Salaam, Tanzania

+255 745 209 969

Dear Sir/Madam,

REF: REFERENCE LETTER

It is my pleasure to refer **Emmanuel Evarist Silayo** at your esteemed university. Emmanuel has worked with us for 1 year as Operations Officer at Centre for Sustainable Investment Initiatives (CSDI), where he used his skills to deliver results in the role of operations officer. I am confident that Emmanuel's skills, professional experience, and personal qualities will make him a competent student at your university.

Emmanuel directly reported to me as Program Manager and CSDI Investment Manager. As operations officer he was responsible for the formalization of the investment company under CSDI and setting up the necessary administration and compliance, Emmanuel was also responsible for proposing medium- and long-term company investment portfolio growth plan for the existing assets as well as consolidating the sources of income to ensure liquidity of the company. He was further responsible in development of existing sources of income and linking up with networks to explore other business opportunities.

Emmanuel's focus and strategic way of thinking always make him a stand-out member of the team. Whenever there are problems or flaws in the process, he showcases his impressive analytical qualities to quickly identify the issue and deal with it before it can become too serious.

Emmanuel has my full recommendation for admission in your esteemed university as I have no doubt he will excel as a student. Please feel free to contact me if you have any questions regarding his candidacy or past work.

Sincerely,

Otto William Ringia

