

Madhvani

Group Magazine

Volume 27 No 1 | April 2019

**Forbes magazine feature
on Madhvani Group**

**East African Packaging
expansion**

**Kakira Sugar Busoga
scholarship kicks off**

COVER PHOTO: Production line at
East African Packaging Solutions

Madhvani

GROUP COMPANY LISTING



Mwera Tea Estate

AGRO INDUSTRY

Kakira Sugar Ltd.
P. O. Box 121 Jinja, Uganda
Tel: +256 41 444000
Fax: +256 41 444333/6
E-mail: kakira@kakirasugar.com
Website: www.kakirasugar.com

Kakira Sweets and Confectioneries
P. O. Box 121 Jinja, Uganda
Tel: +256 41 4444000
Fax: +256 41 4444110
E-mail: kakirasweets@kakirasugar.com

Mwera/ Nakigalala Tea Estates
P. O. Box 6361 Kampala, Uganda
Tel: +256 75 2799988 / 750001118
Fax: +256 41 4269399
E-mail: gm.tea@madhvanitea.co.ug

MANUFACTURING

Madhvani Group Ltd- Steel Division
P. O. Box 1023, Jinja, Uganda
Tel: +256 485 660 702
Fax: +256 434 121 453
E-mail: scea@utlonline.co.ug

Makepasi Match Ltd.
P. O. Box 54, Jinja, Uganda
Tel: 043 4121070
Fax: 043 4121135
E-mail: makepasi@infocom.co.ug

East African Packaging Solutions Ltd.
P. O. Box 1189, Jinja, Uganda
Tel: 043 4120432/ 4120134
Fax: 043 4120141
E-mail: marketing@eapsl.com

SARAYA East Africa
P. O. Box 23740, Kampala, Uganda
Tel: +256 312 727 292
Email: info@saraya-eastafrika.com
Website: www.saraya-eastafrika.com

SERVICES

Liberty Life Assurance Uganda
P. O. Box 22938, Kampala Uganda
Tel: +256 414 233 794/ 254 708
Fax: +256 414 256 414/ 259 643
E-mail: libertylife@stanbic.com

Excel Construction Ltd.
P. O. Box 1202, Jinja Uganda
Tel: +256 414 221 996/ 505959
Fax: +256 434 123 150/ 414 220 482
E-mail: excel@excelconstruction.org
xlk@excelconstruction.org
Website: www.excelconstruction.org

TOURISM - RWANDA

Marasa Umubano Hotel
Boulevard de l'umuganda
P. O. Box 874, Kigali - Rwanda
Tel: + 250 788 136000 /
+ 250 252 593500
Email: reservations@umubanohotel.rw
info@umubanohotel.rw
Website: www.umubanohotel.rw

TOURISM - UGANDA

Marasa Africa Central Reservations Office
Plot 96-98, 5th Street, Industrial Area
P. O. Box 22827, Kampala Uganda
Tel: +256 312 260260/1
+256 414 255 992
Fax: +256 312 260 262
Email: reservations@marasa.net
Website: www.marasa.net

Mweya Safari Lodge
P. O. Box 22827, Kampala Uganda
Tel: +256 312 260 260/1
Fax: +256 312 260 262
Lodge Tel. No: +256 414 340 054
Lodge Fax No: +256 414 340 056
E-mail: reservations@marasa.net
Website: www.mweyalodge.com



Mweya Safari Lodge

Paraa Safari Lodge
P O Box 22827, Kampala Uganda
Tel: +256 312 260 260/1
Fax: +256 312 260 262
Lodge Tel. No: +256 772 788 880
Lodge Fax No: +256 392 280 588
E-mail: reservations@marasa.net
Website: www.paraalodge.com

Chobe Safari Lodge
P O Box 22827, Kampala Uganda
Tel: 031 2260260/1
Fax: +256 031 2260262
E-mail: reservations@marasa.net
Website: www.chobelodgeuganda.com

Silverback Lodge
P O Box 22827, Kampala Uganda
Tel: +256 312 260 260/1
Fax: +256 312 260 262
E-mail: reservations@marasa.net
Website: www.silverbacklodge.com

Jinja Sailing Club
Plot 1-5 Nile Pier Road, Nile Crescent
P. O. Box 54, Jinja, Uganda
Tel: +256 434 120 222 / 333
Fax: +256 434 123 174
Email: mgr@jinjasailingclub.com
Website: www.jinjasailingclub.com

Kakira Guest House
P. O. Box 121, Jinja, Uganda
Tel: +256 414 444 000
Email: guesthouse@kakirasugar.com

TOURISM - KENYA

Marasa Africa Kenya Central Reservations Office
Simco Plaza, 5th Floor, Suite 501
Lusaka Road, Industrial Area
P. O. Box 48995-00100 GPO Nairobi, Kenya
Tel: +254 20 557 009
Mobile: +254 737 799 990 / 2
Fax: +254 20 556 126
Email: reservations.ke@marasa.net
Website: www.marasa.net

Aberdare Country Club/ The Ark
P. O. Box 48995-00100 Nairobi, Kenya
Tel: +254 20 214 415/17
+254 722 205 407
Fax: +254 20 556 126
Email: reservations.ke@marasa.net
Website: www.thearkkenya.com
www.aberdarecountryclub.com

Mara Leisure Camp
Marasa Africa Central Reservations Office
P. O. Box 48995-00100 Nairobi, Kenya
Tel: +254 20 557 009
+254 732 434 455
Email: reservations.ke@marasa.net
Website: www.maraleisurecamp.co.ke

TOURISM - INDIA

Marasa Hospitality Private Limited
Bakhtawar, 11th Floor Nariman Point,
Mumbai – 400 021
Tel: +91-22-22882517 / 22882518
Website: www.marasaindia.com

Marasa Sarovar Portico Rajkot
Address: Dr. Rajendra Prasad Road,
Limda Chowk, Opp. Shastri Maidan,
Rajkot – 360001, India
Tel: +912 813 016 000
Fax: +912 812 465 263
Direct: +919 978 969 671
Email: gmrepo@sarovarhotels.com /
rpo@sarovarhotels.com
Website: www.sarovarhotels.com

Marasa Sarovar Premiere Tirupati
Upadhyaya Nagar, Karakambadi Road
Tirupati – 517 507, India
Tel: +918 776 660 000 / 766 000 6565
Email: msp@sarovarhotels.com /
gmmsp@sarovarhotels.com
www.sarovarhotels.com



Kakira Airfield - TPSC Uganda Limited

GROUP SERVICES

Madhvani Group Limited
P. O. Box 54, Jinja Uganda
Tel: +256 434 121 318 /
+256 332 342 100
Fax: +256 434 123 174
E-mail: mgladmin@madhvani.org

Madhvani Group Projects Division
Plot 96-98, 5th Street, Industrial Area
P. O. Box 6361 Kampala Uganda
Tel: +256 414 259 390/4/5
Fax: +256 414 259 399
E-mail: projectm@infocom.co.ug
klaproj@gmail.com

Madhvani Group Central Purchasing
Division
P. O. Box 54 Jinja, Uganda
Tel: +256 332 343 100 / 200
Fax: +256 434 120 696 / 121 217
Email: cpdlocal@madhvani.org

TPSC Uganda Limited
Kakira Airstrip
P. O. Box 121, Jinja, Uganda
Tel: +256 434 122 275/ 752 790 044
Fax: +256 434 121 474 / 130 040
E-mail: tpscug@gmail.com
bb1650@madhvani.org

East African Distributors Ltd.
P. O. Box 33479, Kampala - Uganda
Tel: +256 752 748833 / 313 259390
Email: gm@eastafricandistributors.com

Omega Elevator (U) Limited
P. O. Box 33479, Kampala - Uganda
Tel: +256 752 748833 / 313 259390
Email: gm@eastafricandistributors.com

Industrial Security Services Ltd.
P. O. Box 1483, Jinja, Uganda
Tel: +256 434 121 917
Fax: +256 434 123 174
E-mail: mjkabeho@madhvani.org

Madhvani Properties Division
P. O. Box 6361, Plot 96-98,
Business Park 5th Street, Industrial Area
Kampala- Uganda
Tel: +256 772 799978
+256 772 760 110
E-mail: properties@madhvani.org

CORPORATE SOCIAL RESPONSIBILITY / EDUCATION

Muljibhai Madhvani Foundation
P. O. Box 33479, Kampala-Uganda
Tel: +256 414 255 432/ 773 215 554
Fax: +256 312 263 999/ 414 255 433
E-mail: info@madhvanifoundation.com
Website: www.madhvanifoundation.com

Kakira Sugar Busoga Foundation
P. O. Box 121 Jinja, Uganda
Tel: +256 41 444000
Fax: +256 41 444333/6



Marasa Sarovar Premiere Tirupati

From the Editor

At the core of the Madhvani Group beats the heart of a farmer, and the recent long dry spell certainly took its toll. It is finally raining now, and no matter how old I get, I am still thrilled by the unique smell nature creates when the raindrops hit the soil. It is one of my favourite scents.

The Aberdare Country Club has been awarded as Africa's leading green hotel - which makes it one of those places you can experience your favorite things about nature in a unique and luxurious setting.

Nature is present even in the expanding factory works of East African Packaging Solutions. Not only do you get a view of the Source of the Nile Bridge from the new modern office complex, but you also experience environmental consciousness at its best. EAPS is recycling its waste paper to make egg trays, among other ways to lessen its environmental impact as it expands.

The expansion of the sugar industry, however, has defied regulation, as the back-and-forth continues regarding much-needed legislation.

Even in the face of the uncertainty, KORD continues to do commendable work in the community, most recently commissioning a new laboratory. It is a case of actions speaking louder than words, as the Madhvani Group continues to invest in the development of the Greater Busoga region and the country.

There was a further investment in vocational scholarships, which will run alongside the annual Madhvani Foundation scholarship. For many of the beneficiaries, the scholarship can be a timely miracle. It is a constant reminder to me that miracles can be found in helping hands at all levels, everyday.

So do not lose your sense of wonder. Expect miracles, and enjoy the rain.

Angela Kintu Rwabose
Madhvani Group Magazine Editor

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Kefa Kamolu
Vitterio Vuni

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Proprietors
Madhvani Group Ltd.
Plot 25 Main Street,
P. O. Box 54, Jinja
Tel: +256 332 342 100/200

Registered at the GPO as a newspaper

Madhvani Group Contacts

Jinja
Madhvani Group Ltd.
Plot 25, Main Street,
P. O. Box 54, Jinja
Tel: +256 332 342 100/200

Kampala
Corporate Office
Plot 96 - 98, 5th Street
Industrial Area, Kampala
Tel: +256 - 41 - 4259390/4/5

Kakira
Kakira Sugar Ltd.
10km Jinja - Iganga Road
Tel: +256 414 444 333/6
Contributors

Sugar Bill on hold as MPs, President fail to agree



The Sugar Bill, 2016 seeks the development, regulation and promotion of the sugar industry to ensure that there is a sustainable, diversified, harmonised, modern and competitive sugar sector both in the internal and export markets. The Sugar Bill is made up of nine parts, providing for the interpretation of the Bill, the establishment of the Uganda Sugar Board, the licensing of mills, sugar industry agreements, sugar cane pricing, establishing a National Sugar Research Institute and sugar quality concerns.

On January 19, 2016 Cabinet approved the draft Sugar Bill and passed it on to Parliament, which finally passed it in November, 2018 – after removing the provisions for zoning of mills and each miller maintaining a nucleus estate. In March 2019, President Yoweri Museveni refused to sign the proposed Sugar Bill, saying he was protecting the sugar sector.

“The way you (Parliamentarians) are behaving, you are antagonising our old sugar people and I don’t know the relationship you have with small sugar people. Some of you have got a suspicious relationship with the small sugar people and now you are sabotaging my plan,” he said.

Presidential intervention is not new. In 2006, 2013, 2016 and 2017, President Yoweri Museveni wrote directives to the trade ministry warning of the need to regulate the industry and giving guidelines. In April, 2017, President Museveni directed district leaders not to license any new factories without guaranteed source of sugarcane. By the end of April, 2019, he had directed Parliament to cease debate on the Bill while he made further countrywide consultations.

The harmonisation of sugar industry interests seems to be easier said than done. Lawmakers must weigh the interests of outgrower farmers, produce-trading middlemen, established miller-farmers, new millers who choose not to grow any cane and the consumers or the sugar.

That there is a need for the law is indisputable; we can only wait to see what shape the law will take, and hope that the decision will have been made with the fear of God and in the best interests of Country.



Kabeho speaking at the recent USMA AGM

Kabeho re-elected to USMA chair

Mwine Jim Kabeho, a Director with the Madhvani Group, has been re-elected Chairman of the Uganda Sugar Manufacturers Association.

Kabeho was given another term of office during the Association’s Annual Conference and General Assembly that took place recently in Kampala.

Speaking immediately after his election, Kabeho promised to continue fighting for the regulation and direction of Uganda’s Sugar Industry, as well as the opening up of East African sugar markets that are now closed to Uganda’s Sugar.

“These are provisions we agreed upon in our East African Community Integration Protocols, and we must see them implemented,” Kabeho said, in reference to the East African Common Market.

Kabeho, who also serves on boards of the Uganda Manufacturers Association and the Private Sector Foundation of Uganda, is the immediate past Chairman of the East African Business Council, where he has played a leading role in national and regional private sector policy and advocacy activities.

The General Manager for Kinyara Sugar Limited, Mr Ravi, will serve as the USMA vice chairman.

Forbes Africa features MGL Directors

The April 2019 edition of Forbes Africa magazine features an interview with Mayur and Kamlesh Madhvani, the Joint Managing Directors (JMDs) of the Madhvani Group.

Forbes Africa Managing Editor Methil Renuka visited the estate in March, to discover more about Kakira Sugar Limited, Uganda’s largest sugar producer, and the heart of operations for the Madhvani Group. She toured the factory before conducting the interview with the Directors.

Forbes is an internationally renowned business magazine, focusing on business, investing, technology, entrepreneurship, leadership, and lifestyle. They regularly profile internationally successful businesses, businesspeople and leaders in their respective fields.

The directors spoke about the early days of Kakira, its recovery and rehabilitation and plans for the future of the company. For details of the interview, see Forbes Africa online or purchase a copy in selected locations in Kampala.



“You want to avoid falling into the trap where the first generation creates, the second generation enjoys and the third generation destroys...”



Breaking down zoning myths

Late last year, the Parliament of Uganda finally passed the Sugar Bill, throwing out the provisions for zoning of mills and each mill having its own nucleus. Shortly thereafter, President Yoweri Museveni returned the Bill to Parliament, stating that it was unfair to the big players who produce up to 85% of Uganda's sugar. He then asked Parliament to shelve discussions while he conducted more countrywide consultations on zoning. As discussions continue, it is important to know the truth and the myths about zoning.

Zoning does not restrict farmers, it organises millers

Zoning in the sugar industry is based on the Nucleus Estate Model. This means a miller grows sugarcane on a plantation surrounding the factory, referred to as the Nucleus, and its purpose is to provide some guarantee of input for the plant. The area outside the nucleus is not owned by the factory, but farmers there can choose to produce cane for the factory. These are known as outgrowers.

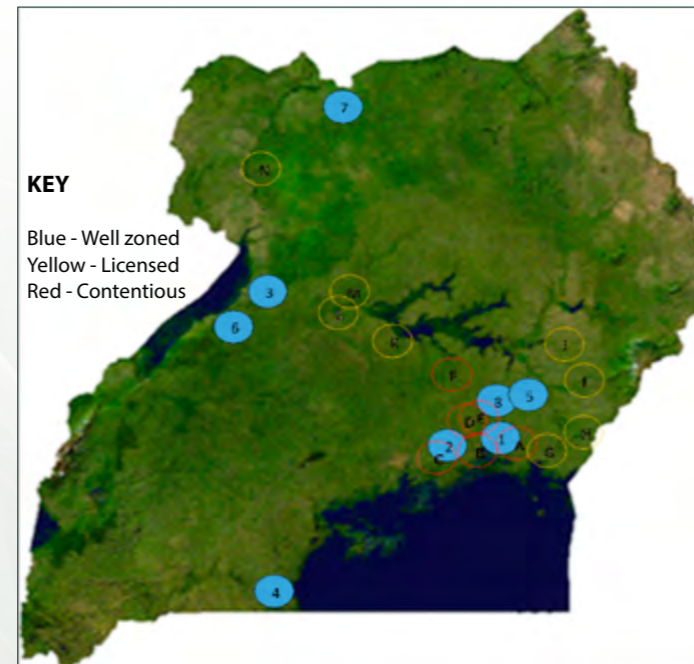
The greatest myth being peddled about zoning is that it will force farmers to be outgrowers for only one factory. This is a lie and is not stated anywhere in the Bill. Many outgrowers will continue to find themselves situated in the area between two or more factories, and would be free to sell their cane wherever they find the most profit, provided they are not breaking binding contractual agreements. Take for example people living in the area between Kakira Sugar Limited and the Sugar Corporation of Uganda Limited, which are just over 40 kilometres away from each other. For decades farmers have been free to successfully grow cane for either factory, with a few even growing cane for both. It is, therefore, unrealistic and untrue to say that zoning in the sugar industry restricts farmers. All outgrower farmers, by virtue of the nature of the industry, will incur and plan for a transportation cost; everyday you will pass trucks carrying cane in all directions. Is it logical to say we are forcing farmers to sell to one miller?

Busoga is not the only viable sugarcane growing area

The sugar industry in Uganda has for many years thrived on being orderly. The main players – Kakira, Kinyara and SCOUL – are situated at a good distance from each other (Kakira to SCOUL is 40km, Kakira to Kinyara approximately 500km). They do not overlap in farming activities or production. New players such as Kaliro Sugar (56km from Kakira) and Kamuli Sugar (50km from Kakira) have maintained this distance and are viably operational.

The highest percentage of new sugar millers are situated in and around the greater Busoga area (see Figure 1). Any discussion on zoning should address the reason for this concentration. Sugarcane can be grown across Uganda, as evidenced by the large new investments in Atiak and Amuru districts, in northern Uganda. In fact, the higher temperatures and rainfall patterns in the north and north-western belt favour the growth of sugarcane. There is plenty of room throughout Uganda. Northern Uganda, which is on the road to recovery after decades of civil unrest, would welcome the opportunity for investment, job creation and outgrower activities.

Figure 1: The location of sugar companies in Uganda



Busoga, on the other hand, has for long been an integral part of Uganda's food belt. In fact, there is evidence that the pressure to grow more sugarcane to meet the needs of multiple millers is adversely affecting food production. So why are there in excess of 10 mills licensed in and around Busoga? Let us admit that there can be only one logical reason: Millers who have no intention of growing their own sugarcane, or developing outgrowers, would prefer to be situated as near as possible to areas where this work has been done for them. The question is whether this is ethical business practice, or even good for the economy.

Lack of zoning is already affecting the sugar industry

Before 2015, the aggregate sugar production on Uganda grew steadily, making us the only surplus producer in the entire East African region. Strangely, none of the opponents of zoning have been able to explain why, despite the proliferation of sugar mills, the aggregate sugar production in the country has taken a huge drop over the past few years (see Figure 2). We can explain the phenomenon because we understand both the farming and the milling end of the equation.

In a rush to supply (sometimes stolen) cane to new millers, farmers are harvesting immature cane. At Kakira, we monitor cane fields, cane varieties and cane harvest, so we will know, for example, if a registered outgrower is not yet due to deliver cane. Other millers will indiscriminately crush whatever they can get. The result is poor yield and poor recovery. (Yield refers to the amount of cane harvested per acre, while recovery refers to how much sugar you mill out of a tonne of sugarcane). Immature cane means lower yields and less money in the farmers' pocket, while low recovery means less sugar produced and less money in the miller's pocket. Less money for millers means less tax to the government. It is not a win-win situation for anyone.

When the Sugar policy in Uganda was passed, the recommended zoning was that sugar factories be built at least 50 kilometres from one another, with each new sugar mill situated in a 25km radius of its own nucleus estate and outgrower holdings. Furthermore, only 30% of the area in this model is meant to be used for sugarcane growing. The rest of the land should be reserved for food production, wetlands, forested areas and settlement. In Tanzania, factories are

Figure 2: Decline in Sugar Production from 2015 to 2017

Millers	Installed Milling Capacity	Sugar Production Capacity	Annual sugar production in tonnes from 2011 to 2017*						
			2011	2012	2013	2014	2015	2016	2017
Kakira	7500	180,000	132,679	149,340	152,204	180,000	153,302	152,842	123,156
Kinyara	4500	120,000	88,725	97,062	99,533	122,000	107,187	113,604	109,889
SCOUL	4000	100,000	38,006	43,830	46,803	83,000	81,393	65,069	50,407
Kaliro	1650	35,000	0	0	20,000	19,000	20,000	12,000	11,000
Kamuli	1,500	30,000	0	0	0	5000	10,000	15,000	14,000
Hoima	1000	18,000	0	0	0	0	2,500	8100	7,000
Others **	<i>3,600</i>	<i>122,500</i>	<i>7,500</i>	<i>7,500</i>	<i>15,500</i>	<i>29,000</i>	<i>44,500</i>	<i>33,046</i>	<i>50,000</i>
Total		605,500	266,910	297,732	334,040	438,000	418,882	399,661	363,452

**Others include; Mayuge, GM Sugar, Luzinga, Sezibwa and Ndiburungi. Their figures in italics are estimates as actual figures are not available to both government and public.

Lost 328,887 tonnes

located a minimum of 80km apart., and the industry is growing. In Kenya, where the major players are all situated in western Kenya, sugar production has halved in the past five years, and the industry is struggling.

Zoning is not an attempt by large millers to maintain monopoly

Far from attempting to create monopoly and exploit farmers, responsible millers are concerned about the sustainable growth of the industry as a whole. At Kakira, we have approximately 8,700 registered outgrowers, who partner with us to produce 180,000 tonnes of sugar per year. This is a time-tested model, which contributes to the livelihood of at least 100,000 people, and produces almost half the sugar in Uganda. It should be viewed as a national asset, not just a personal business investment. Surely, the government owes a duty of care to the thousands of Ugandans who depend on and thrive in Kakira. Where there is conflict, legislation must be balanced for the greater good. Furthermore, the Sugar Bill has provisions regarding cane pricing, which would ensure fair prices to farmers. We are an example of how a sugar factory can grow to benefit its people, its environment and the country, and we would like the government, and legislation, to support the growth of other sustainable factories, which will go on to provide quality employment and income opportunities for the people of Uganda.

Why should a miller invest in farming?

Parliamentarians have argued that land is scarce, therefore new millers cannot find new areas to set up plantations of their own. This is of course based on the assumption that every new miller must be located in the Greater Busoga region – there is plenty of viable and free land in other parts of the country. The only reason they do not go there is because there would be no established outgrowers from who to get cane, and they are not interested in spending money to help Ugandans to become outgrowers. However, there are many reasons why a sugar miller should be interested in sugarcane growing:

1. It is good for the company

Having your own nucleus estate ensures cane supply even when expected output from the outgrowers may not be realised. As the company grows and invests in new technologies, economies of scale can be achieved through the production of downstream products, for example. The company profile will grow and this will also open the door for beneficial partnerships with other companies, like what the members of USMA enjoy.

2. It is good for the locals

Agricultural activities at Kakira Sugar alone account for over 50% of its 9,000-plus workforce. New investors would be creating quality and diverse job opportunities and stimulating the local economy. If each mill developed more outgrowers around it, that would mean more opportunities for Ugandans to earn an income.

3. It is good for the environment

When a responsible sugar miller such as Kakira signs a cane supply contract with a farmer, this contract will stipulate, for example, that farmers are only meant to grow cane on 30% of their land. When a company is serious about protecting the environment, the trickle-down effects will be shared by all.

4. It is good for the government

Larger companies employing more people and with a growing profile will mean more taxes, both from production and incomes. Uganda is a surplus producer of sugar, which is an opportunity for export earnings.

Opportunities in the sugar industry

Zoning will ensure the sustainable growth of the sugar industry, creating jobs for young people and outgrower opportunities for peasant farmers.

Uganda is already producing on average about 150,000 tonnes more sugar than it consumes, but we must also consider growth in population size, incomes and consumption habits. The consumption of sugar is bound to increase in two ways: from the number of people consuming it and from the actual amount of sugar each person consumes. Think of sugar in soft drinks, cakes, cookies, ice cream, biscuits, sweets and the fruit juice industry – all this is growing consumption of sugar. When East Africa is finally on the same page about markets, there will be even more opportunity for export.

Therefore, there is a lot of room for new sugar millers, and we welcome them on board. We enjoy an excellent relationship with established millers SCOUL and Kinyara and we would extend the same hand of friendship to any responsible sugar investment.

The nucleus estate model could be replicated in other parts of Uganda by committed and serious investors, creating quality jobs and opening up outgrower capacity in a way that would build our nation. However, without legislation and proper zoning, allowing new millers to make investments in bad faith is a recipe for disaster.



Expanding outside the box

East African Packaging Solutions grows by leaps and bounds

East African Packaging Solutions Limited (EAPS) is the new Madhvani Group face of what was formerly Mulbox Ltd. On the 14th of February 2019, EAPS marked nine years of successful production, during which the company has achieved significant growth and set new milestones each year.

In the very first year of operation EAPS was able to challenge the dominant players in the market and gain a respectable foothold. Since then the company has gone from strength to strength and is now known in the East African region for the excellent quality of its boxes and customer-oriented services. EAPS takes pride in offering consistent quality, providing personalised cost effective solutions and ensuring timely delivery of goods.

David Kyamanywa, the Purchase Manager, is at the forefront of strategic planning to ensure the availability of all the materials needed to meet customer needs in a timely manner. In active synergy with the production, finance and marketing teams, David makes projections on consumer needs and imports the quality inputs that go into making what are now Uganda's

best boxes. "We welcome the challenge of keeping EAPS at the forefront, even amidst all the expansion changes," he says.

EAPS is contributing significantly to the growth of the box industry, the Ugandan economy and the East African Community as a whole. It offers packaging solutions to almost all sectors of industry – both to fast moving consumer goods and industrial goods. For instance, EAPS supplies quality packaging materials to companies in agriculture, horticulture, floriculture, milk and fish to clients across all the East African Community member countries. Almost 10% of the company's turnover is from exports, which ensures valuable foreign currency inflows to the nation.

Investing in cutting edge technology

In the last four years alone, EAPS has doubled its production capacity by adding a new board line with the latest technologies and two five-colour printers. Customers receive every practical solution related to corrugated packaging, beginning from the developing of artwork, films and plates to producing and delivering the final boxes.

Continued on Page 10





The new office complex at EAPS. Below, the EAPS football team

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Gabriel Orombi, the Boiler Operator/ In-charge says working at EAPS has given him an opportunity to learn new skills and competencies, as well as enhance his working experience.

Orombi has a unique perspective, having previously worked in the defunct Mulbox. He recalls a time when materials were unavailable, water shortages affected production and there were many days of non-production. Now the plant runs 24 hours.

EAPS has a Quality Control lab equipped with all the latest expertise and equipment to check the quality of the boxes. Necessary documents and records are maintained for future reference for all customers. Where most box factories offer only 3 and 5 ply boxes, EAPS is able to supply customer requirements of up to 7 ply.

Commitment to quality and sustainability

EAPS is certified for ISO/OHAS, Uganda National Bureau of Standards and Halal. Customers can have full confidence in the products in relation to quality, safety and environmentally-sound procedures.

In order to limit the impact of wastage on the environment EAPS recycles waste in a new Effluent Treatment Plant which can purify the residual ink water until it is once again clean enough to reuse in the factory.



CEO, Madhu Kabra

Paper wastage is also being addressed through recycling into egg trays without the use of any chemicals or environmentally hazardous products. The Safepack egg trays are known for their strength and quality, and the plant operates around the clock to meet demand with orders taken in advance.

EAPS growing with the workforce

Paul Mutebe, the EAPS Human Resource Manager, says that the workforce is highly motivated and goal-oriented. "In 2010, we had just over 100 people working here – now it is 300-plus," he says. "Everyone is committed to the task at hand, and the plant requires minimum supervision."

EAPS recognises its workers for their integral contribution to the growth of the company and offers them various types of training, long service rewards and medical assistance in case of major health issues. The company football team participates in corporate leagues and cements team spirit among the workers.

The company ethos is that every individual employed by EAPS is responsible for the dynamic growth and expansion. Machine Operator and supervisor Simon Okiror, who has been at EAPS since 2009, has been promoted over time from a casual worker. He appreciates the opportunity to come out of his shell and become a leader among the workers, saying he did not know he was even capable of supervising others. "We are growing with EAPS, and we are proud to be part of its expansion," he says.

Henry Yamba, who has been with EAPS since 2010, is a Machine Operator and also the Branch Chairman for Uganda Printers, Polyfibre and Allied Workers Union. Yamba says EAPS always meets the workers requirements as outlined in the regular Collective Bargaining Agreements. "There are always good worker-supervisor relationships," he adds.

The EAPS General Manager has recently been promoted. Madhu Kabra joined EAPS in October 2014 as General Manager, and has been promoted to Chief Executive Officer effective 2019.

Kabra attributes his success at the helm of EAPS to building great teams, keeping them motivated and staying in touch with customers. He also cites the support of the Managing Director, who he appreciates for giving him freedom to run the business without micromanaging him.

"This is the first phase in the expansion of EAPS," Kabra says. "We are planning to invest in more machinery and also a new line for polysack packaging."

Committed to skilling Ugandans



Kakira Sugar launches new scholarship fund as Madhvani Foundation invites 2019 applicants



Group photo with students after the official announcement of the KSBF scholarship awards



L to R: Madhvani Group Director Mwine Jim Kabeho, KSL General Manager Christian Vincke, KSBF Board members Michael Maduuli and Henry Kyemba, Joint Managing Director Mayur Madhvani and one of the KSBF scholarship awardees

On October 10, 2018, Kakira Sugar Limited (KSL) launched the Kakira Sugar Busoga Foundation (KSBF), which will award scholarships for vocational courses to students in Busoga.

The first awardees for the scholarship scheme were unveiled on May 13, 2019 in a press briefing at KSL. The scholarship, which has been initiated this year, was conceived as way to address the job creation and skills gaps among the youth. The scholarships are available to only those who are Ugandan nationals but residing in Busoga and not specifically for the Basoga.

KSBF will run alongside and independent of the annual Muljibhai Madhvani Foundation scholarship, that was set up in 1962 to honour the vision of founding patriarch Muljibhai Prabhudas Madhvani.

Each year, 30% of the scholarship fund will go to biological dependants of KSL employees, 30% to dependents of registered KSL outgrower farmers and the remaining 40% open to other students in the Busoga region.

The launch of the KSBF was presided over by Hon. Rebecca Kadaga, the Speaker of Parliament, alongside other dignitaries including the Prime Minister of Busoga, local government officials and MPs.

The inaugural call in February 2019 yielded over 1,000 applications for vocational study. KSBF Board Secretary Dan Rwabugaire said most of the applications were for scholarships in nursing and auto mechanics.

The Board of KSBF is impartial and transparent and ensures that scholarships are given only to deserving candidates. Accordingly, 92 applicants were awarded, with 34 female and 58 male.

The selected disciplines were; National Certificate in Agriculture, National Certificate in Civil, National Certificate in Electrical, National Certificate in Automotive, National Certificate in Instrumentation, National Certificate in Mechanical, National Certificate in Nursing and Midwifery, National Certificate in Plumbing, Certificate/ Diploma in Tourism and Hospitality and Certificate in Laboratory Technology.

According to the chairperson of the KSBF board, there was a criteria to be followed when selecting institutions. The committee undertook physical visits and verified registration by the government under National Council for Higher Education, before selecting 20 institutions.

Some of the students awarded attended the ceremony and received their letters from the Joint Managing Director, Mayur Madhvani. Emphasis was made for the girl child to take interest in these vocational skills so that they can make a living for themselves.

Meanwhile, the Madhvani Foundation invited applications for the 2019 scholarships award. In a March 29 press briefing, Gerald Ssendaula, the Chairman of the Madhvani Foundation Board announced a UGX700m scholarship fund for the academic year 2019/2020.



The official launch of KSBF by Speaker of Parliament, Rebecca Kadaga (second left)

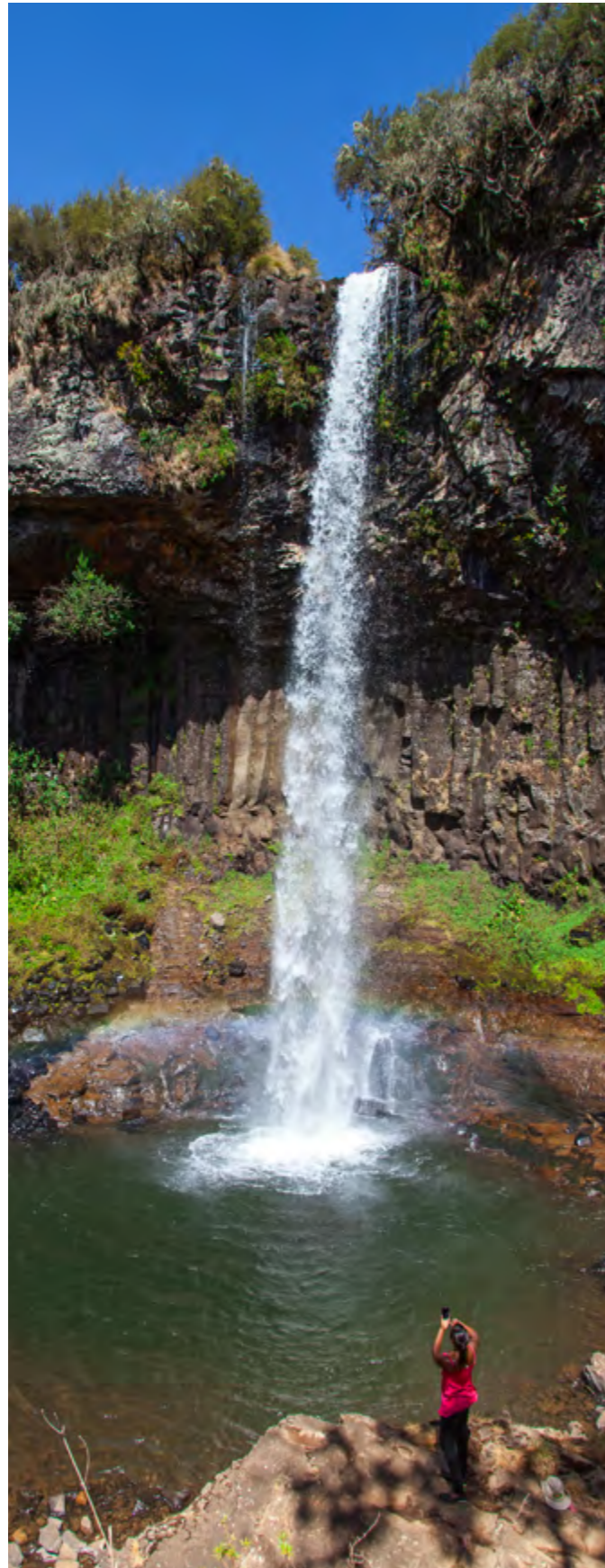


At the first KSBF scholarship award ceremony



Board members officially launch the call for 2019 Madhvani Foundation Scholarships

Aberdare Country Club wins Africa's leading green hotel



Aberdare Country Club scooped Africa's Leading Green Hotel award at the 25th annual World Travel Award held in Durban, South Africa. The awards covered the hospitality industry in 30 African countries and selection was through online voting.

The Aberdare Country Club, only a two and a half hour drive northeast from Nairobi, is nestled on a slope of Mweiga Hill in the Aberdare Highlands, part of the Great Rift Valley, and is considered a heritage property in Kenya.

It is an elegant hideaway featuring a selection of safari escapes within the most magical of surroundings. Aberdare Country Club is a getaway that gives travellers a home-away-from-home experience with a blend of comfort, convenience and luxurious modern-day amenities.

Situated within a natural 1,300-acre wildlife sanctuary, Aberdare Country Club teems with impalas, gazelles, zebras, giraffes and the reclusive leopard. To enjoy the wildlife, guest can take day and night game drives, bush walks, or even horse rides through the sanctuary, stopping to enjoy bush breakfasts or sundowners in the wild. There are also visits to a nearby Rhino Sanctuary.

Aberdare Country Club has recently completed an extensive project of installing TV and Wifi in every room. The Club offers leisure activities such as golf, horse rides, mountain biking and tennis or the option to just relax by the heated pool within the beautiful gardens. The spa features a gym, steam and sauna.

Aberdare Country Club will also be opening a new conference room in May 2019, to cater to business clientele with a taste for nature and elegance..



Activities at the Club range from golfing to biking, with a spa, swimming pool and elegant private dining available for relaxation



1. Hon. Mwine Mpaka, Chairman of Youth Forum, hands over a Mbarara City Football Club shirt to Joint Managing Director Mayur Madhvani (right), in appreciation for Madhvani Group sponsorship to the team. Looking on are KSL General Manager Christian Vincke (left) and MGL Director Mwine Jim Kabeho (second right). Mpaka visited Kakira along with 18 players and 6 coaches - 16.01.19
2. Makepasi directors and staff stand outside a new Gold Transformer after its official commissioning. The 500 KVA transformer will stabilise the power supply, thereby reducing electrical maintenance costs and consumption of diesel
3. Joint Managing Directors Mayur and Kamlesh Madhvani pose for a photograph with a visiting team of Parliamentarians on the Committee for Trade. Guests included Lawrence Mangusho - Kween County, Henry Makumbi - Mityana South, Odonga Otto - Aruu County, Gideon Onyango - Samia Bugwe County North, John Baptist Lokii - Matheniko County, David Lukyamuzi - Busuju County, Stella Nyomera - Woman, Napak District, Nelson Lufafa - Butembe County and Monicah Amoding - Kumi Municipality - 16.04.19
4. Joint Managing Directors Mayur and Kamlesh Madhvani, Mr. Pratap Madhvani, Madhvani Group Executive Director Bhupesh Thakkar and KSL Finance Director Satish Sawhney pose for a photograph with the visiting team from Standard Chartered Bank - 07.03.19
5. Jamal Rashid (second left), the KSL Management Systems Coordinator, takes visitors from the Uganda Manufacturers Association (UMA) on a tour of the Sugar Stores. The UMA Secretariat team was on a routine visit to association members - 16.04.19
6. V.D. S. R. Prasad, the Manager of Kakira Sweets and Confectionery, hands over a dummy cheque to Rebecca Adiku (S3) and Mohammed Ssentongo (S6). The family of Mr. Prasad sponsors a year of study for two disadvantaged students at the Kakira Secondary School. L to R: KSL teacher Samuel Candio, Ssentongo, Mr. Prasad, School Headmistress Josephine Kasozi, Adiku and School Bursar Oliver Abenakyo
7. The visit of the General Manager of KIOO Glass Limited, Mr. Kumar Krishnan. He was hosted by Director Shrai Madhvani, alongside KSL's General Manager Christian Vincke, Ravi Bhatnager, Wilfred Pacoto and Joy Namuwaya - 11.04.19
8. GM Christian Vincke and Finance Director Satish Sawhney host officials from Standard Bank, led by Ms. Heloise Smith - 21.03.19
9. The Jinja Resident District Commissioner and district security personnel pose for a photo with JMD Mayur Madhvani, GM Christian Vincke, Security Liaison Manager Lawrence Iriso, Company Secretary S. K. Iyengar and Mwine Jim Kabeho, who hosted them during a visit to Kakira - 16.01.19
10. Visit of Mr. Alok Dewda, the Director Private Banking Emirates NBD Bank. L-R: Wilfred Pacoto, Mayur Madhvani, Mr. Dewda and Group Chief Finance Officer Shah Parag Dilipbhai - 10.05.19

KORD constructs medical lab and blood bank



Kakira Outgrowers Rural Development Fund (KORD) has completed the construction of a new modern laboratory facility at Bupadhengo Health Centre III located in Bupadhengo, Nawanyago Sub County in Kamuli district.

The facility comes to save the community from travelling long distance to kamuli and Jinja to access better medical services. The facility includes a medical laboratory where major tests will be carried out, a counselling room and a room with fridges which will be used as the blood bank.

The hospital was operating in a small space and it was difficult for them to fully utilise all the equipment they had. In addition to that, offering counselling services to the patients was done in open places like under the mango trees, which was uncomfortable for the patients.

KORD delegate, Muwangala Fred Kinobe, who also serves as the Chairman of out growers of Nawanyago Sub County, and other members of the committee and the Busoga Sugarcane Growers Association (BSGA) identified Bupadhengo Health Centre III as needing support and deserving to be forwarded to KORD.

A needs assessment was done and in response to the inadequate facilities that the hospital had, KORD decided to build them the first laboratory structure in the sub county, worth UGX 79m.

Bupadhengo Health Centre III serves the community with a catchment population of 8,260 people but with the acquisition of the facility, the number of patients is expected to double. The hospital is located along the high way and on the boundaries of Jinja and Kamuli districts, which means travellers will also access medical services there.

Grace Wambi, the Senior Medical Clinical Officer, said the facility may be elevated to a Health Centre IV due to the provision for a blood bank. Dr. Wambi thanked the KORD CEO, Julius Kisere, for addressing their need and enhancing community access to quality medical services.



Muwangala, Wambi and Kisere at the new facility



The URA team present a certificate to Kakira Sugar Limited

The Uganda Revenue Authority (URA) has recognised Kakira for being among the top 5 taxpayers countrywide and the number one tax payer in the sugar industry.

On Thursday 28th March, 2019, a team of delegates from URA led by Mr. Simon Ngabirano paid a courtesy call to Kakira Sugar Limited to show their appreciation for the contribution Kakira gives to the nation in taxes. The award hailed Kakira for its contribution towards revenue generation in the financial year 2017/2018, in which KSL paid taxes worth over 254 billion Uganda Shillings.

Each year, URA undertakes to recognise the best taxpayers in the country. Ngabirano said the exercise is not only to thank good tax payers but to also get their feedback. He hailed Kakira as a consistent star performer, and promised to look into the issues that were raised.

"We are keen to clarify issues that hurt the tax payers so we can build a strong work relationship," he said.

The General Manager KSL, Mr. Christian Vincke, together with Mr. Satish Sawhney, the Director of Finance, said Kakira has the capacity to pay even more taxes. "We are only limited by capacity utilisation because of the unregulated sugar industry," Mr. Vincke said.

This capacity can only be utilised within a regulated industry that protects all stakeholders. They also told the team that Kakira has an ethanol plant which produces ethanol out of the molasses which are a by-product from the sugar production process.

This ethanol can be used as a fuel additive to petrol. Mr. Sawhney urged the URA to push the government to create laws governing the use of ethanol to save the country much-needed foreign exchange lost in importing fuel.

URA recognises Kakira as top taxpayer





Kakira Workshop is TATA accredited



At the end of 2018, the Car and Lorry Workshop at Kakira Sugar Limited was officially declared an accredited TATA service station. This means that the fleet of TATA vehicles can be serviced and maintained on site. The accreditation was a result of both a longstanding client relationship with TATA and gradually building the capacity of the garage.

Workshop Superintendent K. Rajkumar said the KSL lorry fleet is 100% TATA, as well as a few other service vehicles. Over time, TATA has sent technical staff to train and support the supervisors and mechanics at KSL to maintain and service

the vehicles up to international standard. "Wherever our team faces any challenge, the technicians from TATA are on hand to assist," says Rajkumar.

On March 14, 2019, a team from TATA International and TATA India made a visit to Kakira to assess the station, discuss any challenges, review progress and get feedback on operations. The TATA delegation was comprised of R. Ramakrishnan - Global Head TATA Motors, Ganesh Shetty - Head Customer Care, International Business, Sanjay Nighot - Customer Care Manager, South and East Africa, Santosh Shetty - Head After Sales Support TATA International, Sunil Gussain - After Sales Support, East Africa, Mr. Kundra - Executive Director TATA Uganda, Mr. Bhavin - Spare Parts Manager TATA Uganda and Ram Mangu - Workshop Manager TATA Uganda.

The team met with Joint Managing Director Kamlesh Madhvani and KSL General Manager Christian Vincke alongside other team members, before visiting the Workshop to meet the team and discuss issues of service support, spares, and other technical feedback.



Makepasi staff get free Hepatitis B vaccination during the initiative



Free staff camps on HIV and Hep-B

At Makepasi Match Ltd, the safety and health of the workforce is of paramount importance. We conducted Hepatitis B vaccinations and an HIV prevention and sensitization activity for all the employees at the factory.

In partnership with the Environmental Health Section of Jinja Municipal Council, around 700 employees were tested for Hepatitis B and HIV including executives, staff, contractors, contract workmen, persons with disabilities and security guards from our partner company, Industrial Security Services.

The entire vaccination process includes three doses and while the first dose was administered on the spot, the subsequent two doses were scheduled as necessary. The medical team gave constructive advice and everyone associated with Makepasi benefited greatly from the exercise.

In line with the Makepasi policy of donating wheelchairs to people with disabilities, we conducted a Christmas 2018 and Easter 2019 exercise. The wheelchairs were donated by

Makepasi lights a path to health



Makepasi GM Mr. Subramanian and Ms. Mary Masesa hand over a wheelchair to Hasa Kagoya, who became disabled due to polio at the age of 5

Below, the YAKA Deaf Association take a photo with Makepasi directors and staff after the Christmas wheelchair donation



Makepasi Match and the family of Mr. Pratap Madhvani. In total, 13 wheelchairs were given to persons with disability ranging from four years of age to 70 years. Four year old Roven Mumbya was born disabled and this is his first wheelchair, whereas Jamada became disabled due to expired drugs that were administered to him after he was sick with malaria ten years ago.

In attendance for the Christmas donation were the Deputy Speaker for Jinja District, the Chairman of the Deaf Association of Jinja and members of the YAKA Deaf Association, who performed a skit to thank Makepasi Management for their efforts. Makepasi is now one of the largest employers of the deaf and people with disabilities (PWDs) in Uganda.

Makepasi Match and Mr. Pratap Madhvani and family donate wheelchairs three times a year. Mary Masesa who is the PM at Makepasi is the official co-ordinator. Priority is given to children, orphans and widows. Where possible, we also offer employment to PWDs. Email Mary at makepasi@infocom.co.ug or contact her at Makepasi Match to receive assistance.

Building value for the nation



Right side elevation of the new office and lecture block at UMI



Front elevation of the new office and lecture block at UMI



Housing facility with four apartments for medical staff at Kawolo



Additionally, Vik hinted towards projects worth approximately USD 20M that are in the pipeline pending award later this year. Furthermore, Vik stated that the projects above do not include works in the Oil and Gas sector, for which Excel has already been shortlisted as an EPC contractor both by TOTAL E&P (U) Ltd and CNOOC (U) Ltd. This will be for execution of several projects of various natures which he expects to be awarded once the Oil companies reach an agreement on their Final Investment Decision.

“Our Company’s history of working in the Oil and Gas sector for over a decade has taught us a lot and over that period of time, we have strived to ensure and achieve continual improvement processes in order to adhere to the Clients’ strict requirements and policies of working in this sector,” Vik said. “It is with this experience that I can stand to say that Excel Construction Ltd. will propel to new heights once the Oil projects kick off.”

Vik attributes Excel’s achievements towards the Company’s sincere, hard working and diligent members of staff in addition to instrumental strategic decisions made by the Company’s Management.

In the next issue of the magazine, we will feature a one to one discussion with Vik about the current and forecasted state of the Ugandan construction industry, as well as the ambitious goals and targets set for Excel to achieve and further cement their position among the top Construction Companies in Uganda and the region.



Upper floor parking lot at UMI to accommodate 130 cars at a go



Paediatric ward at Kawolo to cater for up to 30 patients at a time



Overview of the hospital site showing various structures constructed

During the course of 2018, Excel Construction Ltd completed and handed over several high value projects that were also very important to not just the areas and regions where the projects were executed but to the Country as a whole.

A list of these key projects includes the following:

Construction, Renovation and Supply of Medical Equipment of the Spanish Government funded Kawolo Hospital in Lugazi District (USD 10.8M)

Providing civil and ancillary works as a subcontractor to the main Contractor at the new Jinja Bridge (USD 0.5 M)

Construction of the ADB-funded Uganda Management Institute (UMI) in Kampala (USD 2.5 M)

Uganda National Roads Authority (UNRA) stations in Jinja and Njeru Districts as a nominated subcontractor for UNRA (USD 0.75M)

Construction of laboratory facilities funded by an American company – CH2M Hill for Uganda Virus Research Institute in Arua and Naliri (USD 2.7 M)

Excel Construction completes high value Ugandan projects

According to the Company’s Director, Satvinder Saini or “Vik” as he is popularly known, Excel was awarded projects worth Euro 4.9M in October 2018 for the Construction of National Teacher’s Colleges in the Districts of Kabale, Kaliro and Nakapiripirit, under the Belgian funding of Enabel. The works are on schedule and expected to be completed within the stipulated contractual period and allocated project budget.

Nimisha Madhvani bags national medal

Nimisha Jayant Madhvani has been awarded the Independence Day Golden Jubilee Medal by President Yoweri Museveni. Nimisha is Uganda's Ambassador designate to Denmark, Sweden, Norway, Iceland and Finland, collectively represented under the Embassy to the Nordic Countries.

Nimisha and 10 other Ugandans were awarded the prestigious medal at the 56th Independence Day celebrations held at Kakuuto in Kyotera District. She hailed the NRM government for remaining committed to the emancipation of women, adding that her assignment as ambassador is testimony of government's effort to give women equal opportunities.

Nimisha was first appointed to the Ugandan civil service in 1993 and posted to Washington DC as first secretary to the Ugandan embassy there. In 2007, she was transferred to the Ugandan High Commission in New Delhi – India. She was concurrently accredited to Bangladesh, Bhutan, Indonesia, Malaysia, Myanmar, Singapore, Sri Lanka and Thailand. In 2014, Nimisha was appointed Ambassador to France, concurrently serving as ambassador to Portugal, Spain, the Bureau of International Expositions, the Organisation for Economic Co-operation and Development and UNESCO. In January 2017 she was posted to Abu Dhabi as Uganda's ambassador.

Although she has been globe trotting for the past 25 years, Nimisha considers Kakira her home, and says she misses it constantly. She was born and bred Ugandan, as were her father and grandmother. "Kakira is always 100% my home, no matter how long I spend away at my job," she says. "I am committed to executing my job, but I am glad for any excuse to come home, like Diwali, mum's birthday..." she laughs.

Nimisha was first forced to tackle life abroad in the UK when as a teenager, she and her family fled the country on Idi Amin's orders. The upheaval, loss and change caused by the expulsion of Asians from Uganda must have played a part in shaping her resilience and backbone. "When the upheaval came, we were so prosperous we even had a quota to export sugar to the US and the UK," she recounts. "When we returned, there was one tractor left."

As a result of these experiences, she is appreciative of the change that came from the visionary leadership within the current government. "Amid the challenges, many things have changed for the better, and we must continue to work at it."

Nimisha has resolved to encourage Ugandans in the diaspora to bring home their expertise and investments to contribute towards the development of their motherland. She says the leadership of the future must be African-grown. "We have so many African-born migrants living abroad who have a heart for their country and useful knowledge and experience," she points out. "We need a mixture of these and home-bred young people to create solutions for our country."



Hailed for decades of diplomatic service to Uganda

She says her main mandate is to promote investment, trade and tourism from the countries she is posted to, and her message is always that Uganda is a secure and worthwhile investment destination. "There are many exciting opportunities in the Nordic states, for instance in medicine and renewable energy, and I am keen to build on the work of my predecessor."

Although she has accomplished a great deal, Nimisha is not about taking credit for the work of others – she is quick to go back to the role of team effort. She has been instrumental in, for instance, bringing CIPLA chemicals to Uganda, and getting Uganda included in the filming of *Le Grand Jour*, an award-winning French movie. "Nothing is a one-man show – it all works when there is a great team," she says. "Look at Kakira – where would we be without the cane cutter? You have to acknowledge team work and the efforts of those who came before you."

She is also grateful for the support of her family, who have stood by her through the years. The Ugandan communities where she has been posted have also been very supportive. It is a testament to her clean track record. Most recently in 2018, when controversy arose during her posting to Abu Dhabi, she was quickly cleared of any wrongdoing. Public opinion was strongly on her side and she was hailed for exposing the contentious situation. Of that controversy, Nimisha says she was minding her own business, reconciling the budget given by Kampala bureaucrats with the reality of needs on the ground. "It became a *katogo* of politicians and bureaucrats exacerbating the problems in the export of labour."

Her father, Jayant Madhvani, was a renowned politician and diplomat who served on Uganda's Legislative Council before Uganda's independence in October 1962; does she ever



Top to bottom, Nimisha introduces a businessman to President Yoweri Museveni, and presents her credentials to IRENA and Abu Dhabi



aspire to join local politics? She responds with an emphatic no. "I suppose I would have enjoyed being involved in the ministry of sports or investment, but my strength is out there, speaking on behalf of Uganda," she says. "I am good at letting people know about my country, and to have a brown lady like me representing Uganda is something special. It gives people confidence," Nimisha adds.

Even after all these years she does not take the responsibility given to her for granted. She believes it is important to work diligently, especially more so for women. "As Ugandan women we must take whatever we have – education, knowledge, vision – and follow through with commitment."

She cites many strong women role models locally and internationally, but is inspired by her mother. "She is an inspiration for me, and we were blessed to have her recently come through a successful cancer surgery and treatment."

Nimisha says business is in her DNA, and was probably being taught to her while she was still in her mother's womb. "As long as I am able, I will continue to harness whatever personal skill and insight I have towards representing my country."

Farewell from Marasa



MARASA Africa
Marasa Africa, where the unforgettable happens.



This month, Marasa Holdings said farewell to one of its longest-serving female employees, Marketing Manager Rukia Mwai.

Marasa Africa is the tourism umbrella for the Madhvani Group, under which various hospitality, nature and tourism units are run.

Rukia bid the Group a poignant farewell, saying her exit was a bitter-sweet experience.

"During my employment here, my coworkers and managers have taught me so much about dedication, loyalty, teamwork and enthusiasm," she said.

The vision of Marasa is to share our breathtaking region through a unique experience in locations of outstanding natural beauty.

"I have witnessed Marasa Africa grow from two properties to eight and I am very proud of being part of the growth," Rukia said. "I am not leaving behind colleagues but rather friends and family."

For information on Marasa properties, services and bookings visit www.marasa.net.

Experience excellence at The Ark



Birdwatching is one of the activities available at The Ark

The Ark Lodge received the 2018 TripAdvisor Certificate of Excellence and was ranked second best in the Aberdare region after Aberdare Country Club. The Certificate of Excellence is given to properties consistently providing the highest level of customer service.

The Ark, which resembles and is named after Noah's Ark, is set in heart of Aberdare National Park. It is an iconic property, overlooking a floodlit waterhole and salt lick, which attracts a host of wildlife.

The Ark has four viewing areas for observing the ever-present animal activity. There is also a ground level bunker – the perfect hideout for the discerning photographer. The bunker provides a vantage point of animals on the salt lick only yards away, allowing for photos to be taken through the view holes in complete safety.

The Ark has opened their doors for children under the age of six, who were earlier not allowed. Furthermore, the installation of Landscape Binoculars at The Ark will enable guests to view game from a distance and enjoy stunning views of Mt. Kenya.



Mako caption.

Redeem air travel miles with Marasa Africa



Marasa Africa has confirmed a Sheeba Miles partnership, where guests can earn Sheeba Miles when they stay at all the Marasa Africa Lodges. Sheba Miles is the Frequent Flyer Program of Ethiopian Airlines.

On January 22, 2019, Ethiopian Airways held a colourful event to honour their partnerships with various companies in Uganda. Marasa Africa was one of the partners honoured at the dinner, and Mako Maradzika and Rukia Mwai from the Marketing team of Marasa Africa attended the event.

ShebaMiles Program Members can earn miles through flying on Ethiopian Airlines, ASKY Airlines, Malawian Airlines and Star Alliance Partner airlines and also through using the services of Non-Airline Partners. Visit the Marasa or Ethiopian Airlines websites to confirm your eligibility.



Hostesses at the event, below, Ms. Mwai and Ms. Maradzika



Chobe hosts President, creates new viewing deck



Chobe Safari Lodge was privileged to host the President of the Republic of Uganda, Yoweri Kaguta Museveni, for a week-long retreat in February.

The President, among other activities, took time to interact with guests, speak to the staff and even plant a tree on the grounds. This is one of many visits by the Head of State to Marasa lodges - a source of pride and an assurance of the excellent standard of the services provided.

Chobe Safari lodge has also recently completed the construction of a brand new viewing deck. Construction began in December 2018 and was completed in March 2019, with the official launch of the facility scheduled for June 2019.

The purpose of the deck is to facilitate guests to safely and comfortably see and photograph close up views of animals.



The staff at Chobe present the President with a gift, and below, pose with him for a group photograph



Aerial photo of the new viewing deck courtesy of State House

The deck is built to hide by a water hole so that the guests can quietly watch animals which come for water without scaring them off.

The site of the new viewing deck was initially a small oasis and a dam, and construction works have ensured steady supply to the dam all year so that the animals will always be able to find water.

A variety of animals and birds can be seen from the deck, including buffalos, Uganda kobs, warthogs, elephants, hippos, monkeys, baboons and bushbacks. Occasionally, even the reclusive leopards can be spotted.



A view of the river from a balcony at Chobe



Viewing giraffes from inside the new deck



Building lasting partnerships

Tracing Kakira's history with Outgrower Farmers

Bageya poses in his sugar plantation (inset) as outgrower trucks line up to off-load cane at the Kakira cane yard in the background photo

Albert Bageya is a familiar figure on the Kakira Sugar Estate. The sprightly old man first worked for the Madhvani Group in the security office of Nile Breweries from June 1964 to 1992. In 1967 he became an outgrower farmer for Kakira Sugar Limited, and in 1971, he was elected secretary of the Outgrower Farmers Association.

An affable and generous gentleman with impeccable manners, Bageya can often be found in one office or another at Kakira, either sharing samples of his home-ground coffee, or inquiring about the wellbeing of workers.

While visiting the Editor's office, Bageya shared his account of how Muljibhai Prabudhas Madhvani, the founding father of the Madhvani group came into Uganda, subsequently setting up the sugar factory that would become a mainstay of Bageya's livelihood for generations.

According to Bageya, in 1908, Madhvani came into Uganda at the age of 14 and joined his uncles Vithaldas and Halidhas at their shop in Iganga town. It is from here that Muljibhai learnt more about industry and commerce. In 1911, the 17 year old was entrusted by his uncles to run a shop in Kaliro town to which he had to ride a bicycle everyday on thick jungle paths.

In 1914, an entrepreneur was born. Muljibhai opened a shop in Jinja town and started to build up Vithaldas, Halidhas and company, to which he became the managing director. In 1918, he bought 800 acres of land at Kakira and this was the start of the Kakira Sugar Complex which eventually became the flagship of his enterprises.

In 1930, the sugar factory was already operating at Kakira and crushing a capacity of 150 tons per day. The opening ceremony for that mill was officiated by the Governor of Uganda and the colonial government of Uganda availed 6,000 acres of land for the expansion of Kakira. Most of it was procured by the company from European and Asian farmers who were using the Kyabazinga's land. The original sugar mill is preserved up to date within the factory premises at Kakira.

In 1957, Muljibhai went to Waako Zibondo Tenywa Ezekiel, the Kyabazinga of Busoga, to obtain permission to request the citizens of Busoga to join him in sugarcane growing. The Kyabazinga agreed and compiled a list of 25 farmers who were deemed competent to partner with Madhvani. These were the very first Kakira Outgrowers.

Among the 25 pioneers, 21 have since passed on, leaving only four survivors namely; Ngobi Mathias in Namulesa, Nyende Dodoviko in Iganga town, Mukama Joseph in Bugaya and Nyende Erifazi in Wabulungu. Today there are upward of 9,000 outgrower farmers who supply sugarcane to Kakira, with many tracing their success to cane.

Bageya says the initiation of the Kakira Outgrowers Rural Development (KORD) fund in 2005 was a landmark in the KSL-outgrower relationship. The fund, contributed to by both the farmers and KSL, has accomplished a great deal towards the development of the region. For example, they have built more than 25 classrooms in various schools, donated desks and roofing material for primary schools, constructed 7 science laboratories, rehabilitated over 50 upland and swamp roads with a total length of 229.1 kilometers and constructed maternity wards as well as boreholes.

"We appreciate the efforts of the management of Kakira Sugar Limited in developing and improving the income generation in Busoga region," Bageya says.

Bageya is still an outgrower farmer, as are several of his sons, and the warmth with which he is received across the estate is notable. It is lifelong associations with farmers such as Bageya that underline the importance of the outgrower relationship to Kakira Sugar Limited.

Joining the Madhvani Group



Samuel Chidoma
Agricultural Manager
Kakira Sugar Limited

A trained agronomist with a combined 28 years in sugarcane production, the Zimbabwean native joins the Madhvani Group with a wealth of experience. Samuel spent 16 years in Zimbabwe and another 12 in Mozambique managing irrigated sugarcane farms. Samuel intends to take on the challenge of converting and upgrading the irrigation systems at Kakira to enhance sugar and cane yields. He is keen on skills development, and counts the establishment of an Agricultural Training Centre in his country as one of his proudest achievements. He will pursue every opportunity to develop and upgrade skills locally.



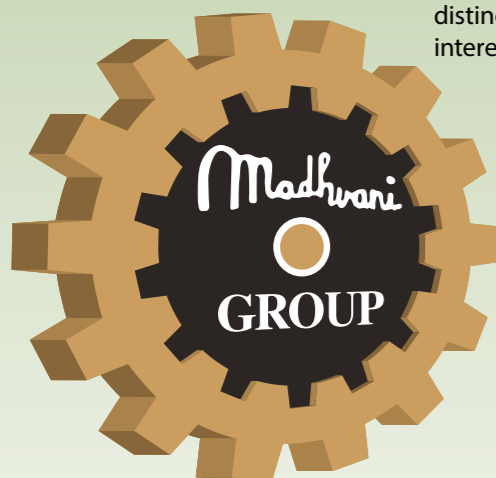
Mr. Conan Seyama
Manager, Co-generation
Kakira Sugar Limited

The mechanical engineer, who hails from Swaziland, comes with 28 years of experience in mechanical maintenance in the sugar, ethanol and cogeneration industry. He has worked in the industry in Swaziland, Mozambique, Zimbabwe and Zambia. Conan is interested in exploring more of Africa and expanding his experience. He is keen to learn how things are done in Uganda in order to integrate his unique perspective. "The industry here is unique, for instance, the temperatures are fairly consistent," he says. "I come from a place with distinct winters and summers - it is interesting to learn the differences."



Michael Sanders
Director Operations
Tourism

Michael has 30 years of experience in the tourism and travel industry, having worked in South Africa, Zimbabwe, Tanzania, Kenya and Zanzibar. He specialises in boutique-style lodges, and though he is originally from South Africa, has been based in East Africa for the past 21 years. Marasa is his first job assignment in Uganda, however, and he is already looking forward to working with the Marasa team who he describes as friendly, keen and enthusiastic to share knowledge. Michael says Uganda is a beautiful country with great tourism potential. He intends to innovate ways to harness and maximise this potential through Marasa Africa.



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