

# Madhvani

**Group Magazine**

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**Marasa upgrades lodges**

**Embracing equity at work**

**Scholarships impact lives**

COVER PHOTO: Poolside  
at Paraa Safari Lodge



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# Editor's Note

The Madhvani Group is one of the largest conglomerates in East Africa, with diversified investments in Uganda, Rwanda, South Sudan, Tanzania and India, putting it at the forefront of industrial development in the region.

This year, and indeed in this edition, we are exploring what it means to be not just regional in our reach. With initiatives such as the African Continental Free Trade Area and the Commonwealth Enterprise and Investment Council, there are opportunities to reach a global market with products made right here. The heads of both these initiatives visited Uganda and made a point of stopping by our flagship company, Kakira Sugar Limited, to see our world class production in action. We join them in envisioning an African continent free of trade barriers and open for business.

What is not good for business, however, is the absence of rules in the sugar industry. In our lead story, we unpack how a lack of legislative action is affecting the industry, causing losses for customers, outgrower farmers, millers and the national economy.

The Madhvani Foundation and the Kakira Sugar Busoga Foundation are certainly doing their bit to grow the economy. With annual scholarships just shy of 1 billion Uganda Shillings each year, we are going a long way in helping students to accomplish their professional goals and skilling young Ugandans for the job market. Read about the life-changing effect of our education interventions.

Beyond the classroom, our interventions also extend to providing basic necessities to the destitute, support to orphans and the elderly, mobility options for people with physical disabilities and financial contributions to community projects that will impact lives every day.

Each day, the staff at our Marasa Africa lodges are working overtime to create unforgettable memories for our guests. Now, renovations are underway across our properties, starting with a complete redesign and rebuild of Silverback Lodge, in the heart of Bwindi Forest. The government is also doing its part to make these gems more accessible to our guests. Take a step off the beaten path and discover Uganda with us.

This edition will take you on a journey through tea and steel, across Africa by road and into the hearts and minds of some brave ladies. Our hope is that when you close the pages, you will have learned something new or found something inspiring

Thank you to everyone who contributed time, ideas and material to this edition.

Enjoy,

Angela Kintu Rwabose  
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# Lack of industry regulation fuels cane scarcity



Uganda is a sugar surplus producer, with local consumption currently at about 400,000 tonnes. Over the last 10 years, the industry has been expanding production by nearly 15% per annum on average, culminating into production of 770,000 tonnes of sugar in 2022.

As of 2021, 34 licenses had been issued by the government for sugar production, with the majority concentrated in Busoga region. Most of these mills rely on outgrowers to supply sugarcane, rather than on planted nucleus estates. This has led to instability in the sector, with sugarcane supply and prices swinging wildly from season to season.

Since the beginning of 2023, sugar millers have been operating at half capacity due to lack of sugarcane and prices have shot up to UGX 210,000 per tonne from UGX 90,000. The high cane price influences farmers to plant cane, and two years from now when the crop matures, the market will be flooded, which will drive the cane price down. In the past it has gone as low as UGX 60,000 per tonne.

Farmers will make losses and be discouraged, and many will exit the trade. Eighteen months later, there will be a cane scarcity and the prices will shoot up again. Prospectors and farmers will get excited again and plant plenty of cane... and so on and so forth. Unless the government intervenes meaningfully to end the cycle.

All countries that produce sugar from sugarcane have some form of legislation to support the productivity and competitiveness of the sector while at the same time protecting sugarcane farmers and millers. After years of lobbying for legislation of the industry, Uganda finally released a Sugar Policy in 2010, which gave birth to the Sugar Act 2020 – a full decade later. However, the Act is still yet to be operationalised. As a result, consumers, farmers, millers and the economy are being adversely affected.

When the cost of producing sugar goes up, the increment is passed along to consumers. Since mid-last year, Ugandans have experienced a steady rise in sugar prices, which fluctuated from UGX 3,500 per kilo to seasonal highs of UGX 10,000. Now the price is hovering in the area of UGX 6,000.

The farmers cannot thrive in a wildly fluctuating environment, and the uncertainty has caused many to abandon their cane investment even before they reap the benefits of ratoon harvests. They sometimes fall victim to unscrupulous millers with compromised weighbridges. They are also driven to harvest immature cane, which affects yield and further reduces their earnings.

For millers, the single largest variable in the production cost is the sugarcane, which accounts for a big portion of the total cost of production. It is also costly to have mills operating on and off or at greatly reduced capacities. This has a knock-on effect on economies of scale and factory wear and tear. Furthermore, the harvesting of immature cane affects the amount of sugar a miller can get from the same tonnage, with recovery dropping from 8% to 6%.

At the macro level, Uganda is losing income from sugar exports that have dropped from 175,000 tonnes to now zero in 2023.

In the absence of an authoritative external influence, this will continue to be the trend for the foreseeable future, which does not bode well for the sugar industry. Sugar legislation recommended, among other measures, the constitution of a Sugar Board to oversee the sector and handle issues of cane pricing, ratify agreements between millers and outgrower farmers, and general issues like sugar quality, safety and health standards.

This has yet to be done, while the Trade Ministry continues to license mills in the name of promoting investment, and the Agriculture Ministry has failed to take outgrower farmers under its wing. It should be noted that Uganda's climate can support cane growing all over the country; there is no reason new mills should go to Buganda and Busoga regions to access cane without supporting agriculture.

Moving forward, there is an urgent need to ensure more balanced, factual information and data collection on the sugar industry; operationalisation of the Sugar Act as a matter of priority; and no politicisation of sugar for personal gain by local leaders and other stakeholders.



## AfCFTA Secretary General hails KSL products as world class



His Excellency Wamkele Mene, the Secretary-General of the African Continental Free Trade Area (AfCFTA), has hailed Kakira's facility and products as world class. He was speaking during a tour of the Kakira factory complex on May 16, accompanied by Minister of Trade, Industry and Cooperatives Francis Mwebesa, Minister of State for Cooperatives Frederick Gume Ngobi, and other dignitaries.

H. E. Mene was on a tour of Uganda to promote intra-African trade in the private sector, and thereby feed into the vision of the AfCFTA. He was hosted at Kakira by General Manager Christian Vincke, Executive Director Mwine Jim Kabeho and Director Finance Satish Sawhney.

The African Continental Free Trade Area is going to be the world's largest free trade area, bringing together the 55 countries of the African Union currently under eight Regional Economic Communities. The mandate of the AfCFTA is to create a single continental market, and as of May 2022, 54 countries had signed. The AfCFTA Secretariat is hosted in Accra, Ghana.

Mr. Kabeho, who is concurrently the Chairman of the East African Sugar Industry Association and board member to the East African Business Council last month attended an AfCFTA summit, representing East Africa. Delegates met in Cape Town, South Africa, to discuss fast tracking the integration of Africa's regional trade agreements.

"The goal is to progressively eliminate tariffs and non-tariff barriers to intra-Africa trade, so that African businesses can benefit from the growing African market," Kabeho says. "We have to increase Intra-Africa Trade which currently is at only 16%."



With the integration of the African continent, Uganda stands to benefit from expanded trade, to increase production capacity and create employment. Initial target areas are Dairy and Beef, Coffee, Sugar, Tea, Iron and Steel, among others. Services will include Education, Tourism and Infrastructure services. "The key focus markets are West Africa in particular Nigeria, Ghana and Cameroon. In North Africa we are targeting Morocco, Algeria and Tunisia," Kabeho says.

After the factory tour, the Uganda team and AfCFTA delegation was hosted to lunch at Jinja Sailing Club. In his closing remarks, H. E. Mene said what he had seen in Uganda provided solid evidence of Africa's ability to be self-sufficient. With guided trade initiatives to encourage cross-regional exports, there would be no need to have basic commodities such as sugar, cloth, milk or medicines imported from outside the continent.

# Contributing to community wellbeing



At Kakira Sugar Limited, and indeed all the affiliate companies that make up the Madhvani Group, we believe our people are our most important resource. We look beyond catering for the welfare of our teams to the wellbeing of the communities in which we operate.

For the Madhvani Group, CSR activities are not just about one-off donations; they are a way to give back sustainably to the communities we serve, work and live in. There is a huge social burden to care for orphans, the destitute, the elderly and those marginalised by physical disability.

To this end, there are regular scheduled donations by the Kakira Local Donation Committee to orphanages, babies' homes and homes for the destitute all around Busoga region. Items given regularly include foodstuffs, soap, sugar and sweets. Other necessities such as clothing, diapers and toys are given from time to time.

There are also many worthy social endeavours to which we offer our support in anticipation of the future benefit to the community. For example, this quarter Kakira Sugar Limited contributed to the building of a reconstructive surgery training hub at Lamu Hospital. The effects of this project will impact not just the community, but the nation.

We pledge to continue to offer our support and we encourage our friends and partners to do the same.



Christmas 2022 donation being handed over to the Mayor of Jinja City



Delivering a 5,000-litre water tank to St. Jude Holy Cross Primary School



Handing over a cheque towards the repair of braille machines at Spire Road Primary School for the Blind



Christmas 2022 donations to St. Stephen and St. Theresia churches



Contribution towards a reconstructive surgery training hub at Lamu Hospital



Delivering food items to Home of Hope, Wakitaka



Delivering food items to UPENDO Children Ministries



Staff and children of Son Rise orphanage receive quarterly donation items



Donation of roofing sheets for the construction of Musima Church of Uganda



Contribution to helping needy students at Uganda Christian University



Delivering food items to St. Ursula Special Needs School



Making a contribution to Our Lady of Assumption Church, Walukuba for the construction of a care center for cancer and HIV patients



# EAPS appreciates long serving team members



Over the past 14 years, East African Packaging Solutions Limited (EAPSL) has grown to a team of about 600 employees. With a focus on developing talent and rewarding diligence, the company motivates the team by recognising long standing staff members who achieve five or ten years of uninterrupted service at EAPS.

The Managing Director of EAPS, Roni Madhvani, was the chief guest at this year's awards, which were held at the factory complex in Njeru. He was accompanied by the Group Human Resource Manager, Subba Rao, who encouraged everyone to keep raising their housekeeping standards because improvement is always possible.

The EAPS Chief Executive Officer, Madhu Kabra, thanked the staff for their diligence and loyalty, while commending the



Above, a team photo after the event. Below and facing, awardees receive their certificates from the Managing Director, Roni Madhvani

management team for their crucial supporting and guidance role.

The representative from the Uganda Printers, Paper, Polyfibre and Allied Workers Union, praised EAPS for beginning and continuing with the rewards initiative.

In his remarks, the Managing Director emphasised the importance of teamwork, family and a sense of ownership. He admonished the staff to continue developing a culture of cleanliness and teamwork. He advised them to set themselves personal goals to accomplish, especially to work towards home ownership.

Alongside a certificate of recognition, the awardees took home a variety of gifts including furniture, electronics and assorted building materials.

East African Packaging Solutions Limited is a leading manufacturer of quality corrugated cartons, pulp molded egg trays and 2-ply kraft paper in Uganda. EAPS has zero production waste; all paper waste is recycled to create egg trays.



AKOL FRANCIS	NALUGYA CAROLINE
ANGWENO RACHAEL	NATIKO ROBERT
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## Group finance and tax staff hold workshop

Finance and tax professionals from across the Madhvani group this month attended the second annual Group Finance Workshop. Held at the Jinja Sailing Club, the one-day event aimed to refresh, update and enhance knowledge of the participants.

In attendance were 15 Finance Controllers, Group CFO Pammi Sarma, Kakira Sugar Limited Director Finance Satish Sawhney and four members from his team, and Murali Krishna from Internal Audit with two team members from Internal Audit.

The Madhvani Group is one of the largest conglomerates in East Africa, with diversified investments in Uganda in agro-industry, manufacturing, tourism, hospitality and assorted services. Each of these sectors comes with unique financial demands, regulations and requirements. Further to that, the Group is cognisant of the need to keep abreast of annual amendments and updates to government financial legislations and international financial standards.

The workshop provides an opportunity for financial professionals in the Group to update their knowledge, share



expertise, streamline inter-company transactions and ensure compliance with best practices.

The workshop included in house discussions on needs and challenges, as well as presentations and training sessions by accounting firm Grant Thornton, who distilled and presented data relevant to the specific areas of operation for the Group. The team of seven consultants were led by Grant Thornton Managing Partner Anil Patel.

Topics covered in the workshop included Accounting Standards, Taxations and Transfer Pricing. Participants received guidance on areas of recurring issues and shared customised solutions.

Joint Managing Director Mayur Madhvani attended the morning session of the workshop. In his remarks to the workshop, he conveyed the expectations of the company owners to the finance and tax team and encouraged them to continue to pursue excellence in their respective fields.

The event concluded with a dinner and networking session.

## Adriko retires after 37 years on KSL Board

Eric Tiyo Adriko has retired after 37 years of illustrious service on the Board of Kakira Sugar Limited. Dr. Adriko is a renowned Ugandan mechanical engineer, businessman, academic and politician.

Born in Vurra town in Arua District, Adriko first crossed paths with the Madhvanis as a result of his excellent academic performance. He topped his class and the country in his junior leaving exams, earning a Madhvani scholarship which continued through his secondary education.

Dr Adriko was the founding Dean of the Faculty of Engineering at Makerere University in 1970, and has since served Uganda in different capacities. He was on the commission that drafted the 1995 constitution, and joined politics as the representative of Vurra County in Arua District.

Later, he was appointed Minister for Industry and Technology and held different ministerial posts. He rose to the position of Second Deputy Prime Minister. In 1996, he resigned from active elective politics.

After leaving active politics, he was appointed Chairman Board of Directors at Uganda Revenue Authority from 1997 until 2004. Following that, he was appointed Chancellor of Kyambogo University and later, Muni University.

The Joint Managing Directors appreciated Adriko for his contribution to Kakira, particularly to the growth of the Kakira



Mayur Madhvani and Eric Adriko. Below, KSL Board members



Outgrowers Development Fund (KORD), of which he was the founding Chairman.

"Mr Adriko always demonstrated remarkable foresight and forward-thinking ability," Mayur Madhvani said. "We benefitted greatly from his vision and ability to see the bigger picture."

Adriko recently published a memoir of his journey as a politician and industrialist. We wish him the best on this next stage of his illustrious journey.





Christmas 2022 wheelchair donations. In attendance for the handover was Niyonzima Maurice, the OC Jinja Police Station and his team, together with Madhvani family members and the Makepasi Management. Below, a group photo from the Easter 2023 donations

## Makepasi breaks production and employment records

Makepasi Match Ltd has achieved another milestone in November 2022 – a new highest production of 61,240 cartons (61,240,000 individual Match boxes). This is significant not only in the history of Makepasi Match Ltd but is the highest ever recorded monthly production for any single wax match factory globally from one premises in one month.



Management worked out plans to increase volume with additional infrastructure including the building of a new factory – Unit III – which was inaugurated in May 2021. This was rapidly followed by the addition of more machinery. The unit then commenced production successfully which in turn created employment opportunities for a further 100 Ugandans, some of whom are People with Disabilities. Makepasi Match Ltd is now the largest employer of People with Disabilities in Uganda.



Since the commissioning of Unit III the factory team has been focused on achieving a target of 60,000 Cartons per month and finally this milestone was reached during the Month of November 2022. This represents a significant step forward for the entire match industry in East Africa as not only are we now able to easily supply 100% of the demand in Uganda, but also export to neighbouring countries in Africa and beyond.

The wheelchairs were handed over as a group by Eshan and Natalya Madhvani, staff of Makepasi Match, and Kumarpal Shah and Bashir Mawa from Muljibhai Madhvani & Co.

In line with the Makepasi policy of donating wheelchairs to people with disabilities five additional wheelchairs were donated on Thursday 6th April 2023 to the following recipients from Makepasi Match (two wheelchairs) and Mr Pratap Madhvani and family (three wheelchairs).

**Makepasi Match and Mr Pratap Madhvani and family donate wheelchairs three times a year. Priority is given to children, orphans and widows. Where possible we also offer employment to PWDs. To be on the list please email Hilda at [npm@makepasimatch.com](mailto:npm@makepasimatch.com)**

## KSL pilots seed cane varieties and outgrowers sensitisation



The Kakira Sugar Limited Outgrowers Section is providing good quality seed cane to registered farmers. According to Outgrowers Manager Kokasi Wambete, the goal of the project is two-fold.



“We are replacing ratoon seed cane with high quality seed, while boosting farmer yields, which will ultimately feed into our factory high recovery figures,” he explained.

A service centre has been set up where Kakira registered farmers can process seed-cane sales. The CO421 seed cane is popular among the outgrower farmers, who perceive it to be a hardy variety, which grows easily in the area.

To date 4,500 tonnes of seed cane have been disbursed to Kakira outgrower farmers.

In tandem with the seed cane initiative is a project to provide low-cost fertiliser to Kakira registered farmers at highly subsidised prices. KSL has partnered with Grain Pulse Limited, who deal in fertiliser blends. Under this initiative, farmers can access affordable fertiliser on site at Kakira and purchase it against their expected bonuses from KSL if need be.

### Farmer sensitisation

Effective and continuous communication has long been essential in maintaining a good relationship with the outgrower farmers. To that end, the Kakira Sugar Limited Outgrowers Section conducts regular sensitisation exercises to engage the farmers on a range of issues.

Farmer outreach is done across Busoga in the farmer area, in partnership with the Busoga Sugarcane Growers Association (BSGA), currently chaired by David Ojwang. The BSGA is

an independent umbrella organisation bringing together outgrower farmers over issues of work and welfare.

Farmer sensitisation covers such topics as:

- Understanding the KSL cane payment system
- How to compute back pay Bonus.
- Cane planting and sugarcane agronomic practices
- Clean cane harvesting demonstrations
- Farmer vehicle registration

Furthermore, KSL and BSGA have partnered with Centenary Bank, Tropical Bank and Stanbic Bank, who all provide special cane-growing loan facilities to registered farmers. These loans are offered at 15% - 25 % per annum – well below prevailing market rates.

The Kakira Sugar Outgrower scheme has always been at the forefront of empowering farmers, enabling them to get the best out of their cane fields and ensuring timely payments at competitive prices throughout each growing season. “We encourage all our registered farmers to take advantage of the support offered, and thank them for their loyalty,” Wambete concludes.





## Spotlight on Steel



Aerial view of the factory complex.  
Inset, General Manager Kanaka Raju



**Madhvani Steel**  
Strength to secure the future

Since the revival of the Muljibhai Madhvani & Company Limited Steel Division, it has grown steadily into a market player to be reckoned with.

According to General Manager Kanaka Raju, the company has achieved some major strategic milestones in ensuring quality and continuity. The ISO-certified company also had its quality control laboratory certified by the Uganda National Bureau of Standards.

Madhvani Steel recently introduced TMX (QST) German patented Technology. TMX (QST) rebar is a high-quality steel bar with a definite advantage over TMT Bars with superior properties such as high elongation, weldability, ductility and Tensile Strength. TMX bars are new generation bars which are of high strength steel and are proven to be more heat and earthquake resistant. This will definitely add strength and safety to any structure.

The company is also investing USD 500,000 in replacing the reheating furnace, which will reduce HFO consumptions and reduces conversion costs.

"These developments ensure unmatched quality production that places us in a strong position in the market," Raju explains.

The plant only uses imported billets in the production process, which further ensures a quality and reliable product.

Madhvani Steel Division has also posted record sales volumes in 2022, supplying metal bars to both government and high-value private projects alike. For instance, Uganda National Roads Authority projects, the Karuma hydro-power project, the Kampala fly-over construction and the Kampala Marriot Hotel.

Currently, Madhvani Steel plant manufactures 8mm, 10mm, 12mm, 16mm, 25mm and 32mm steel bars for construction. The company is investing in new colour roll forming profiles by next year, while revamping the SMS and wire rod mill are in the pipeline.



**WHAT IS A GURDWARA?**  
The gurdwara is the gathering place of the Sikh community. It is a place of worship and also a community centre. Any visiting member of the Sikh community can get free food and shelter.  
  
The Sikh community has a tradition of charity, service and hospitality. Every gurdwara contains a 'langar' hall, which is a free community kitchen for all visitors of all religions. People sit together to share a common meal, removing all distinctions between high and low or rich and poor.  
  
A gurdwara can be identified from a distance by tall flagpoles bearing the Nishan Sahib, the Sikh flag.

Jinja Gurdwara Chairman Sukhdev Singh Badhan, Trustee Malkit Singh Saini, Iyengar and Jinja Gurdwara Secretary Gurcharan Singh Sambih pose with Rooprai

## Revisiting Kakira after 50 years

When Malkit Rooprai first visited Kakira Sugar, it was as a seven-year-old boy in the 1960s. "My family was visiting from Thika to attend a wedding in Jinja, and one of our hosts, who worked in Kakira, brought me to tour the factory," he explains.

This visit, however, is part of a seven-month drive from his current home in the UK, through 30-plus African countries. Rooprai, a 63-year-old Kenyan-born British data migration consultant, embarked on this overland adventure partly to show the world just how safe and hospitable Africa truly is. His work brought him to Africa often, but always by air, and he longed to fully experience the locations at his own pace.

And so on October 6, 2022, he loaded up his Toyota Land Cruiser and set off. He has since driven down the west coast of Africa, to the southernmost tip, and back up through the east coast, entering East Africa through Tanzania.

On May 3, 2022, Rooprai was on his way to an overnight stop in Mbale to see Sipi Falls and then proceed to Kenya when he saw the Kakira Sugar signpost and recalled his childhood visit. "I decided to turn off the highway and see the factory once more - the growth is remarkable!"

He was welcomed to the complex by Joint Managing Director Mayur Madhvani and Company Secretary S. K. Iyengar. After a factory tour, he shared tales of his travels with senior members of the Sikh community in Jinja.

He set himself a personal goal of driving 350km a day, and usually looks for a place to spend the night around 5:00pm each day, before it gets dark. As a member of the Sikh

community, Rooprai sometimes enjoyed the hospitality of local prayer halls known as Gurdwaras.

"Africans have been truly hospitable. I have slept in many homesteads, and I am often given something to eat or some hot water for a shower the next morning," Rooprai shares.

Although he is travelling alone, his trip has been safe and without incident. As a rule, he does not offer anyone a lift, and his car is fitted with a tracker and an SOS button, as extra safety measures. However, his top tip to any traveller is to have a good attitude.

"I have found that in dealing with security checks, border crossings or the natives, just remember to speak politely and be humble," Rooprai advises.

His most memorable moments of Uganda have been gorilla tracking and, of course, visiting Kakira once again, where he spent the night at Kakira Guesthouse before proceeding to Kenya. Due to the instability in Sudan, Rooprai will have to review his options for returning to the UK via the east coast. We wish him a safe conclusion to his trans-African trip. You can follow his travels on his Facebook blog: 'Rooprai Overlanding Africa'.





## ESTEEMED GUESTS TO KAKIRA ESTATE

1. ABSA Bank team received by Joint Managing Director Mayur Madhvani and Director Finance Satish Sawhney - 21.03.23
2. Busia Border Head, Robert Kerie and Team. Received by Joint Managing Directors Mayur Madhvani and Kamlesh Madhvani, as well as Executive Director - Commercial Harish Kalra - 26.10.22
3. Assistant Inspector General of Police (Director, Legal Services) Erasmus Twaruhukwa and family. Received by Joint Managing Directors Mayur Madhvani and Kamlesh Madhvani - 28.01.23
4. Equity Bank Managing Director Anthony Kituuka and Team. Received by Joint Managing Director Mayur Madhvani, KSL General Manager Christian Vincke and Satish Sawhney - 21.03.23
5. Allan Edwards and Mr. Parakash from Lindsey. Received by KSL General Manager Christian Vincke, Works Manager Steve Markham and Harish Kalra - 24.01.23
6. Sanjay Thakkar, Chairman Lohana Community of Kampala and Subhash Thakkar from Lohana Community London. Received by Joint Managing Director Mayur Madhvani and Steve Markham - 24.01.23
7. Management Team of Lohana International Business Forum and Lohana Mahaparishad President, Shri Satish Vithalani and friends. Hosted by Christian Vincke and the Ugandan High Commissioner to the UK, Nimisha Madhvani - 23.03.23
8. Bharat Ghelani and family. Received by Joint Managing Director Mayur Madhvani - 17.03.23
9. Tanzania Delegates Abdul Halim Ameir, Mahsin Patel and Kioo Limited Director Kumar Krishna. Received by Joint Managing Directors Mayur Madhvani and Kamlesh Madhvani, and Shrai Madhvani - 03.02.23

10. Jinja City South East Division MP Nathan Igeme Nabeta and SMART 24 Media team. Received by Joint Managing Director Kamlesh Madhvani and Christian Vincke - 23.01.23
11. Mehdi Joudi and Ali Mohamadpur. Received by Joint Managing Directors Mayur Madhvani and Kamlesh Madhvani - 25.01.23
12. Sam Samanda and family. Received by Joint Managing Directors Mayur Madhvani and Kamlesh Madhvani, KSL Company Secretary S. K. Iyengar and Process Manager Wilfred Pacoto - 14.02.23
13. National Forestry Authority Executive Director Tom Obong Okello. Received by Joint Managing Director Kamlesh Madhvani, Head Outgrowers & Cane Development Andrew Baker and Director Corporate Affairs, K. P. Eswar - 17.02.23



### ESTEEMED GUESTS TO KAKIRA ESTATE

1. Sanjay Rughani, Chief Executive Officer, Standard Chartered Bank and SCB Uganda team. Received by Joint Managing Directors Mayur Madhvani and Kamlesh Madhvani and Director Finance Satish Sawhney - 09.02.23
2. Stanbic Bank team. Received by Joint Managing Directors Mayur Madhvani and Kamlesh Madhvani and Director Finance Satish Sawhney and Financial Controller Sanjeeb Gogoi - 6.02.23
3. Team of loss adjusters: Titus Kiragu-General Adjusters (U), Manuel Robelo - Advanta, Luis Guimaraes - Advanta, Hudson Mabitizi - Liberty General Insurance, Shimron Birahabwe - Minet Ltd, Benjamin Sekamatte - Minet. Received by Joint Managing Director Mayur Madhvani, KSL General Manager Christian Vincke and Group Insurance Manager Francis Lule - 08.02.23
4. Paul Zhang, Head of Tiang Tang Group, and his team. Received by KSL General Manager Christian Vincke and Process Manager Wilfred Pacoto - 28.02.23
5. Kenyan MP Edwin Ochieng Yinda. Received by Joint Managing Director Mayur Madhvani, Christian Vincke and Works Manager Steve Markham - 09.03.23
6. Harriet Namara. Received by Joint Managing Director Mayur Madhvani and Christian Vincke - 01.02.23



## Lord Marland visits Kakira



Lord Jonathan Marland, the Chairman of the Commonwealth Enterprise and Investment Council (CWEIC), paid a visit to Kakira Sugar Limited on February 16, 2023. He was hosted by Joint Managing Directors Mayur and Kamlesh Madhvani.

CWEIC is a commercial, not-for-profit membership organisation with an official mandate from the Commonwealth Heads of Government to facilitate trade and investment throughout the 56 Commonwealth member nations. The role of CWEIC is to use the convening power and trusted network of the Commonwealth to drive trade and investment.

Every two years, CWEIC hosts the Commonwealth Business Forum in association with the host country of the Commonwealth Heads of Government Meeting (CHOGM).

The Government of Uganda and CWEIC are exploring opportunities to work together and assist the Ugandan government in attracting inward investment and export promotion. As part of his visit to Uganda, Marland met with President Yoweri Museveni, as well as with members of the National Chamber of Commerce and the Private Sector Foundation of Uganda.





Proposed lounge area redesign, maintaining and optimising the magnificent mountain views

# Silverback Lodge re-imagined...

With a vision to treat guests to unforgettable world class experiences, Marasa Africa is undertaking a major upgrade to the Silverback Lodge.

Silverback Lodge is located in the Buhoma sector of Bwindi Impenetrable Forest National Park in western Uganda.

Only a 5-minute walk to the national park, the lodge enjoys unparalleled sweeping views of the valley and forests that are home to approximately 350 mountain gorillas – half of the world's remaining population, along with a host of bird, mammal and tree species.

The upgrade will require that the lodge be closed temporarily from March 2023 until June 2024.

During this period, significant changes will be made to the architecture, design, and overall ambiance of Silverback Lodge to enhance customer experience.

When Silverback Lodge reopens, guests will enjoy 12 luxurious hotel rooms blended with sensual safari décor featuring stone and heated wooden flooring.

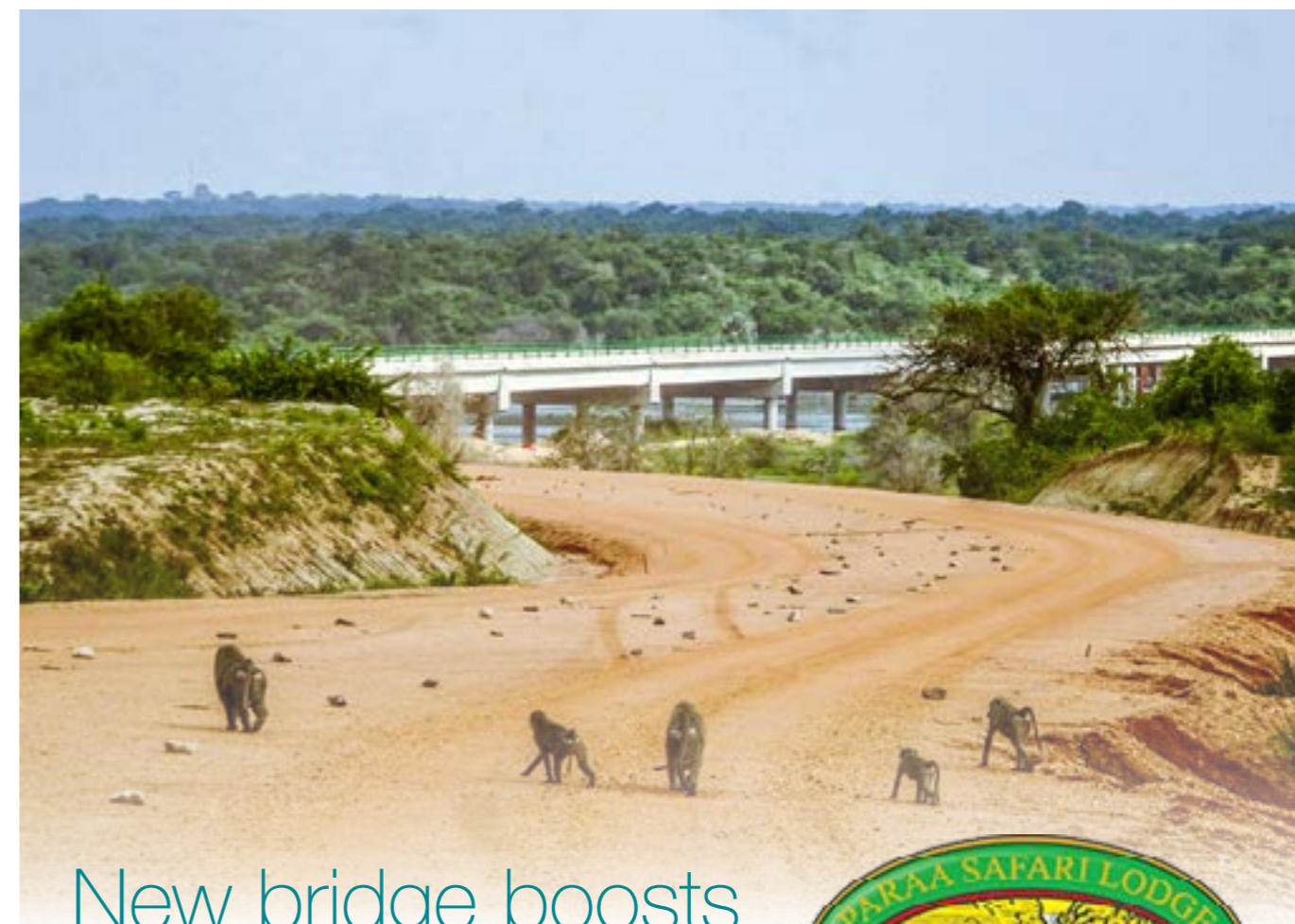
Each room features a bath and shower combo, all warmed by an eco-fireplace with spectacular views over the Bwindi Forest, and an enchanting indoor forest.

A heated plunge pool on the balcony will provide a relaxing experience after the demands of the day's excursions.

Silverback Lodge thanks its guests for their patience during this period, with a promise that the re-imagined sanctuary will be worth the wait.



Interior guest room renderings



## New bridge boosts access to Paraa



As Paraa Safari Lodge undergoes significant renovations, additional government-funded projects have surfaced that promise to directly benefit the establishment.

The newly constructed road from Masindi to Paraa Safari Lodge has notably enhanced accessibility, while the construction of a bridge over the Nile River has considerably eased guest travel from the southern bank.

The Paraa Bridge, which will have a lifespan of 120 years, measures 525 metres long. It is a safe, convenient and welcome alternative to the previous arduous journey via ferry. Prior to the opening of the bridge, travellers and visitors inside the park would have to rush not to miss the 6:00pm daily deadline for using the ferry.

The journey from Masindi town to Paraa by road used to take up to five hours. With the road works and Paraa bridge, this has now been reduced to approximately one and half hours.

The finished sections of the road now boast of smooth and neatly flattened tarmac; and many stretches have been flattened and packed with murrum and gravel. This has greatly eased navigation through the Murchison Falls National Park and to the viewing points at the top of Murchison Falls itself.

Regarding the government-funded projects in the park, it is also worth mentioning the installation of hydroelectric power. Such projects are expected to elevate the status of the lodge and make a notable contribution to an upsurge in business.





KSL Head of Human Resources Susan Mataka and Chief Guest Resty Nanteza

# Embracing Equity: Women's Day

International Women's Day (March 8) is a global day celebrating the social, economic, cultural and political achievements of women. The day also marks a call to action for accelerating gender parity. This year, International Women's Day was celebrated under the theme 'Embrace Equity'.

Across the Madhvani Group, management endeavours to create workplaces where women can thrive and reach their potential.

At Kakira Sugar Limited, Women's Day was celebrated on Saturday 18, March at the Cinema Hall, with various activities including a wellness session and conversations on financial literacy, women in business and mental health awareness.

The Chief Guest at the occasion was politician Resty Nanteza. She is also a radio presenter at NBS radio in Jinja City famous for using her programme as a social justice and outreach show.

Although many societies have moved on from women having to succeed in a man's world, there is still a continuing need worldwide for more progressive mindsets and inclusive behaviours to be encouraged.

There are many examples of gender bias – both conscious and unconscious – which impacts women. Surprisingly, it is not always only men who limit women with their ideas. Everyone everywhere needs to think about how they view women's roles and what equity practically means.

As part of our effort to Embrace Equity, we spoke to a few women at Kakira Sugar Limited who are excelling in roles that would previously have been closed to them because of stereotypes.



**FAUZA WOTALI**

**Welder**

**7 years of experience - 3 at KSL**

Don't be afraid to ask for help

How I ended up in this profession is a funny story. My father worked as a gas cutter and he decided that one of his sons would follow in his footsteps. However, his son refused to pursue the same technical course. So father got angry and took me for the course instead.

Of course you will encounter ruffians and bullies in this line of work, but you learn to deal with them. I just stay friendly and I make sure I ask them for advice and help where I need it. It disarms them when they realise you are simply there to work, just like them.



**MIRIA NAMBOZO**

**Painter**

**31 years of experience**

You must love your job

At first I wanted to be employed so I could bring something to the table to look after my family. And my partner did not stand in my way. I started out as a sign writer, but then I started to get assigned paint work. I developed the skill and now I work because I genuinely enjoy what I do. When you love your job, nothing is difficult.



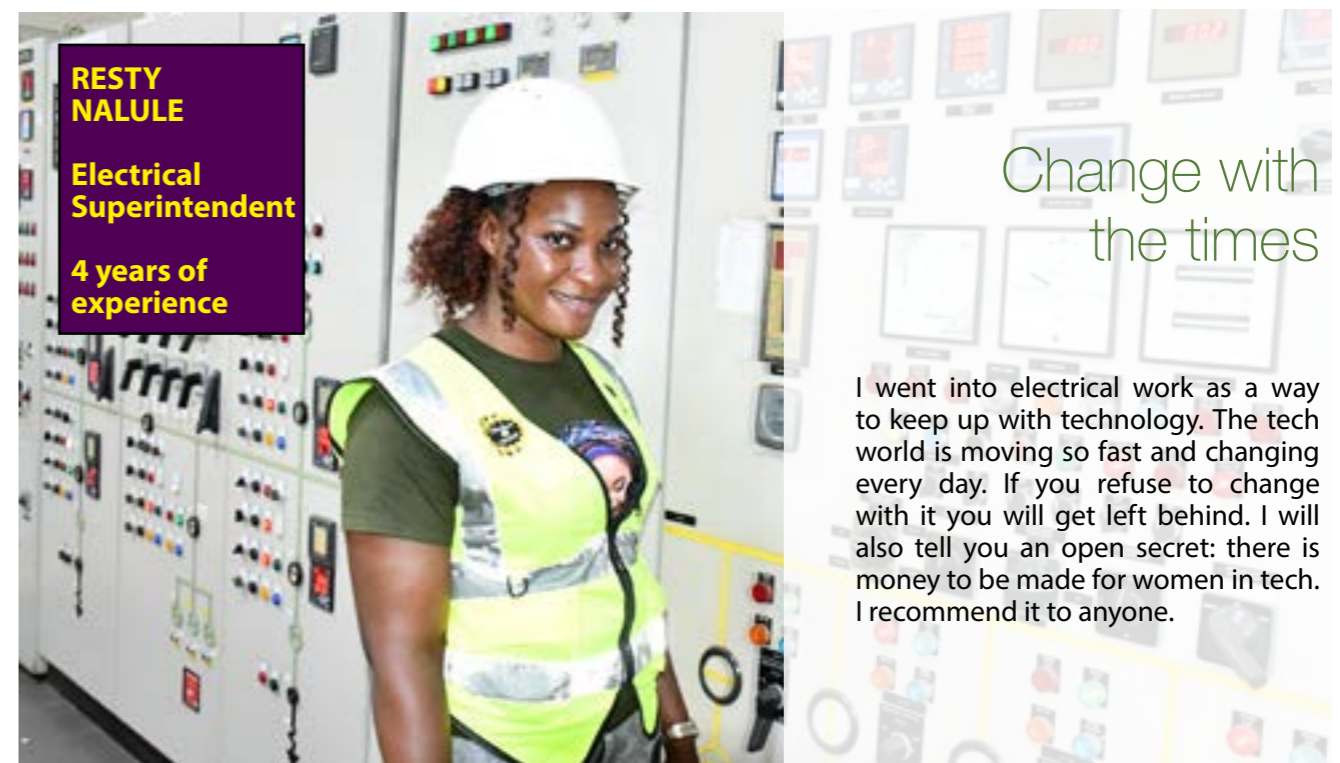
**MARIAM NANTALE**

**Plumber**

**8 years of experience**

Experience makes things easier

I was inspired to try plumbing because I saw other women doing it. At the beginning I used to get teased, but now my colleagues respect me. They know that I know what I am doing, and that gives me confidence to continue.



**RESTY NALULE**

**Electrical Superintendent**

**4 years of experience**

Change with the times

I went into electrical work as a way to keep up with technology. The tech world is moving so fast and changing every day. If you refuse to change with it you will get left behind. I will also tell you an open secret: there is money to be made for women in tech. I recommend it to anyone.



## Chobe hosts Presidential CEO forum, revamps luxury tents



Chobe staff setting up for the dinner

Chobe Safari Lodge was honoured to host the Presidential CEO Forum's 3rd Bi-annual CEO Retreat in December, 2022. This is the largest national meeting of the private sector CEOs, with over 200 captains of industry, policy makers and investors coming together for discussions with the President of the Republic of Uganda. The impressive guest list included national ministers, dignitaries and industry leaders.

The theme of the event 'Unlocking Private Sector Investment through Strategic Interventions for Socio-Economic Transformation', set the tone for two days of strategic networking and fruitful engagement between the private sector and government ministers, thereby strengthening private sector involvement in national developmental matters.

The guests were treated to authentic Marasa Africa hospitality, with a cocktail dinner on the evening of the 5th of December, working breakfast in the marquee the following morning, and a sumptuous buffet lunch for over 200 guests on the 6th of December. The highlight of the event was a keynote address delivered by President Yoweri Kaguta Museveni.



Chobe Safari Lodge has revamped tent accommodation to provide the ultimate luxurious experience along the Nile River.

All the Uganda lodges will be undergoing several upgrades and enhancements to the tune of USD 7million, in order to continue providing the best possible customer experience.

Marasa Africa remains committed to enhancing Chobe Safari Lodge with thoughtful touches to delight travellers. All the tents boast stunning views of the Nile River and an expanse of the Murchison Falls National Park.

Above the external view of the tents  
Below, inside one of the tents, with a view overlooking the Nile



## Aberdare Country Club lends a hand



The Aberdare National Park in Kenya experienced three weeks of devastating fires during the month of February. The fires affected over 40,000 square hectares, and took almost all the fire fighting assets of central Kenya to get under control.

During the crisis, Aberdare Country Club became the logistical support base for the spotter helicopter crews for a week, providing a much-needed resting place, regenerating meals and water for the crews.

We are thankful that despite the widespread destruction, Aberdare Country Club remained in the fire-free zone, safe and sound for operation. We are proud to have been able to assist, if only in a small way.



Prapat Madhvani, Rebecca Kadaga, Victoria Sekitoleko, Mayur Madhvani and Busoga Kingdom Prime Minister Joseph Muvawala at the launch of the KSBF scholarship in 2018



# KSBF skilling vocational learners for employment

In 2018, Kakira Sugar Limited established the Kakira Sugar Busoga Foundation. The UGX 400 million scholarship fund is aimed at specifically sponsoring students in vocational training to address the high levels of unemployment in the region.

Thirty percent of the scholarship is distributed to biological dependents of KSL employees, 30% to dependants of registered KSL outgrower farmers and the balance (40%) to students within the Busoga sub-region.

A nine-member board of the scholarship foundation was appointed to oversee the scholarship, chaired by Victoria Sekitoleko, the former Minister for Agriculture. Kakira contributes UGX 200 million to the scheme each year.

KSL Company Secretary, S. K. Iyengar explains that at its core, the scholarship scheme seeks to sponsor students in vocational skills to address the high levels of unemployment in the region. It requires a mindset shift to stop viewing vocational schools as a place to dump slow learners, but as an opportunity to impart skills that make youths immediately employable and also able to create employment.

Students are sponsored to pursue certificates in agriculture, civil engineering, electrical engineering, automotive, instrumentation, mechanical, nursing, midwifery, plumbing, tourism, hospitality and laboratory technology – all offered by a list of accredited institutions around Busoga.

Since its inception, the scholarship has reached over 300 young people in Busoga region, equipping them to join the labour market.

## Jimmy Isabirye, 25

Two year Certificate in Electrical Installation  
Electrician at Thembo Steel in Iganga

I am thankful to Kakira for the support because I started the course with less than half of what I needed. If it hadn't been for KSBF I would never have completed. I hope Kakira continues to use KSBF to change people's lives.

## Jackie Katusiime, 20

Two year Certificate in Nursing  
Employed in a private clinic

Shortly after I completed my senior four, I saw the posters advertising the scholarship. I applied and was happy to be shortlisted. KSBF is real, and I advise young people who need the assistance to give it a try. Now that I am employed, I can save money to be able to upgrade my certificate in two years.

## Julius Mwesigwa, 24

Two year Certificate in Electrical Installation & Maintenance  
Self-employed

In 2019, I was working as a casual labourer in Kakira, trying to raise money for further studies. A friend who knew about my dream came and told me about the KSBF scholarship. It was an opportunity at exactly the right time and I am glad I took it. Since I graduated I have been employed in one company, and now I also do contract electrical work for myself.

# “The Madhvani scholarship gave me hope...”

My name is Naigaga Shanitah and I am 25 years old. I was born in Mayuge District. I am a Musoga, and the second born of three children. I love sports and I play volleyball.

My education path has not been smooth. By the time I was at mid-primary level, things began to get difficult. My father abandoned us for another family, leaving my mother as sole caretaker. She worked very hard to make sure my brother and I had what we needed to survive and to go to school.

When I joined secondary school at Iganga, the costs of school fees and requirements increased and it was hard for her to provide all the necessities. I decided to join the school volleyball team, and due to my good performance, I was given a half bursary up to Senior 4. When I came back for my A Levels, I was given a full bursary. This was a very big relief for mum. My father started to provide school fees for my brother, and once in a while contributed for me since he knew that I was on a bursary.

However, he fell sick in 2013, and by 2015 when I started Senior 5, he was very weak. He was suffering from diabetes, kidney failure and high blood pressure. After my Senior 6 in 2017, my mum opened up a bar at home and she told me to manage it and also take care of my little sister. By then my brother was at university at Makerere. This bar was the source of income where we could get food and some money to send to my brother and also pay hospital bills for my dad.

Mum left us and went to take care of dad since no one was there for him by then. Managing the bar was the most challenging experience I have ever had.

When my brother graduated, I also enrolled at Kyambogo University to do a BSc. In Technology (Chemistry). I was hopeful and excited. I remember I joined on 4th of August, 2018, and my father died on 21st August, 2018. I felt so sad, because I had lost my dad and also lost my hope of further education. 2018 was a very trying time for the family, because we lost four loved ones in that year.



Shanitah cuts a cake to mark her graduation, flanked by her mother, elder brother and Beatrice Apoto, the Administrator at Madhvani Foundation

I thought that was my end, and I started applying to different scholarship organizations but all in vain. I turned to my love of sports, and joined a volleyball club known as Nemostars. This provided me with some supplementary money for upkeep, but it was still a struggle to get all my needs.

One day my OB told me about Madhvani scholarships and he told me to give it a try. I prayed to God and told Him, “This is my last hope. I really need it, please help me God.”

I applied and got shortlisted for the interviews. You cannot imagine my joy when I discovered I had been awarded the scholarship! This has been a great stepping stone in my life, I felt really happy, and my hope was restored until I achieved my goal.

I want to say thank you to the Madhvani Foundation for playing a very big part towards my success. I am really grateful. You restore hope to those that had lost it. May the Almighty God bless you.





Mwera management team: Sandeep Kumar Bhuyan - General Manager, Eva Mbedda - Factory Manager, Ronald Isiko - Financial Controller, Uttam Sahu - Estate Manager, Richard Emolot - Human Resource Manager, Jackson Bisuti - Field Manager and Gabriel Balyamwisaki - Maintenance Engineer



A block of workers' accommodation on the estate



Different grades of tea brewing under controlled conditions in the tea tasting room



# Welcome to Mwera Tea

About 70 km outside Kampala, is Mwera Tea Estate and factory, which sits on 650 hectares of farmland, natural forest and wetlands. Mwera is the primary plantation for Muljibhai Madhvani and Co. Tea Division, with a similar plantation situated at Nakigalala in Kajjansi, Wakiso District, having 188 hectares under tea.

The Mwera and Nakigalala tea estates together have a production capacity of 1.3 million kg of tea, annually. Mwera Tea Estate also purchases green leaf from outgrowers from the surrounding area and produces 0.35 million kg, annually.

Mwera is run by a management team under General Manager Sandeep Kumar Bhuyan, while the in-charge at Nakigalala Estate is Uttam Sahu.

The Mwera tea factory is UNBS and ISO 9001:2015 certified. There are 125 staff with about 80 skilled workers, working in the plantation and the factory. A clinic equipped with an ambulance and run by two nurses addresses any immediate healthcare concerns. Kalpana Pratap Madhvani Primary School in the estate, serves about 175 students across primary one to seven. There is also a worker's club, which offers recreational space and facilities.

### From Tea Leaf to Tea Cup

Tea grows well in sandy loamy soil having a PH level in between 4.5 to 5.5. Mwera soil condition is ideal for tea plantation and the tea is growing well. All the agricultural practices are followed in the Estate from pruning, tipping, weed control and fertilizer application, up to plucking of tea leaves. Soft tea leaves are plucked and taken to the factory for processing. "Skilled pluckers know how to pluck two leaves and a bud," Sandeep explains.

After harvesting, the tea must go straight to the factory for processing. Good manufacturing practices are followed to produce the best quality of CTC Tea.

Green leaves are stored in withering troughs for 16 hours to bring down the moisture content to 70%. After that, the withered leaf is processed in the Rotorvane/CTC machine for mincing the leaf to make granules and dust. The cut leaf then passes through a Continuous Fermenting Machine where the teas are fermented to the desired level.

Finally, the fermented leaf is dried and sorted. Mwera produces around 70% of primary teas consisting grades like BP1, PF1, PD, DUST1 and 30% secondary teas consisting of grades BP, PF, FNGS, DUST, BMF.

Teas are tasted and valued, before being packed in paper sacks and poly sacks. These teas are then exported to the Mombasa Auction for sale.

### Estate expansion efforts

According to Sandeep, several developments have been made to improve the efficiency of the factory, including:

- Installation of new Rotorvane and CTC machines
- Decommissioning of the old heater
- Installation of a new two-tonne boiler to aid withering process and provide heat for the dryer

There has also been expansion of the estate, with a tea nursery project of about 400,000 seedlings of different quality and quantity clones. When they have been planted, these seedlings will create an additional area of 30 hectares of tea plantation.

Mwera is also planting Eucalyptus trees every year to meet the factory firewood requirement. The natural forests crossing the estate are also maintained by the management, to create an eco-friendly condition in and around the Estate. Mwera has plans to plant 100 hectares of tea and 100 hectares of Eucalyptus, which project will be completed in a span of four years.



The Mwera tea processing plant



The new Rotorvane and CTC machinery



The new two-tonne IBR boiler



A few of the seedlings being prepared in the nursery





# Joining the Madhvani Group

The Madhvani Group of companies covers a wide range of products and services in the East African region and beyond. These include security, hospitality, construction, sugar manufacturing, steel work and property management, among many others.

Keeping the 'gold wheel' on track requires the expertise of hundreds of professionals, who come to us from all over the country, the region and the world. These are just a few of the professionals we welcome to our team in the Dairy Farm, IT Department, Construction and Distilling.

Dr. Anthony Wilfred Ntaate has joined Kakira Sugar Limited as the Dairy Farm Manager.



**Kelvin Njenga**  
IT Manager - Kakira Sugar Limited

Native to Kenya, this is Kelvin's first assignment in Uganda. He has worked primarily in Kenya and South Africa, amassing 14 years of experience in Transport and Logistics, Aviation, and IT Services provision. He has always been keen to visit Uganda, and appreciates the friendly, less aggressive demeanour of the people he has met here so far. He has also found the Group to be fascinating in its diversity of operations, and looks forward to learning a bit more about each field. With the ever-evolving technology landscape, Kelvin enjoys being at the forefront of driving business growth through technology.



**Chiradeep Guha**  
Executive Director – Muljibhai Madhvani and Company

Chiradeep Guha has close to three decades of techno-commercial experience in steel and aluminium sectors, in diverse geographies. The Madhvani Group ticks a lot of personal and professional boxes for Chiradeep, firstly for its location in East Africa. Having worked in Tanzania before, he developed an affinity for the region, and an awareness of the unique opportunities it presents. He is excited to tackle the challenges presented in his current portfolio and looks forward to making a difference.



**Dr. Conrad Papa Ekeya**  
Veterinary Surgeon - Kakira Sugar Limited

Conrad joins the Group to offer assistance in the canine unit, on the dairy farm and in the outpatient veterinary clinic at Kakira which is open to the public.



**Laurens Fortini**  
Projects Manager – Civil Construction

For over two decades now, Laurens has been in the construction industry, putting up everything from hospitals to schools to military bases. Native to Italy, his expertise is mixed with an adventurous spirit that has seen him work in most of southern Africa, and a small part of West Africa and Central America. This is the first East African assignment for Laurens, and he is looking forward to making a contribution to the legacy of the Madhvani Group.



**Deepak Kalita**  
General Manager - Kakira Distillery Limited

Deepak has worked in the beverages industry since 1997 in different areas and positions, beginning his career in India with Diageo and then Bacardi. He has had extensive experience working in Kenya and Nigeria before coming to Uganda. In comparison, Deepak finds Uganda exceptional in its natural beauty, as well as its warm and welcoming people. He looks forward to reaching greater heights in an enterprising company.

## KORD partners with Howard University on research



KORD believes in community participatory based research that makes important contributions towards understanding community dynamics and how best community challenges can be addressed utilizing well informed strategies.

To that end, KORD has partnered with the Howard University Department of African Studies (Washington D.C.) and Busede Subcounty (Jinja District) to carry out an assessment of the emergency response to the impact of COVID-19 on the education sector in rural Uganda. Howard University is a private, historically black research university in Washington, D.C.

While the full scale of the impact of COVID-19 may not be known until much later, current evidence suggests that COVID-19 has exposed and exacerbated vulnerability of the emergency response for education in Uganda. COVID-19 emergency response efforts resulted in national school closures that lasted from March 2020 until January of 2022.

Uganda had the longest COVID-19 school closures in the world. The focus of this research was on the impacts of COVID-19 pandemic on the education sector and emergency responses during school closures using Busede Subcounty as a case study.

The overall objective of the study was to identify impacts of COVID-19 on the education system in rural Uganda, looking out for opportunities to diffuse e-learning during pandemics with stakeholders highlighting or recommending strategies for education continuity amidst pandemics.

Respondents highlighted the need to change the education system, build capacity of educators and students to utilize online tools and technology for learning and empower local leaders to always involve community when planning for new policies and initiatives affecting the community.

# Events pictorial



**GIN FIT FOR ROYALTY:** His Majesty King Charles III receives a bottle of Kakira Gin from Nimisha Madhvani, Uganda's High Commissioner to the United Kingdom, Northern Ireland and Ireland. It was a gift to mark Uganda's Liberation Day celebrations at the opening of the Africa Centre in London, England



**BUILDING INDUSTRY IN UGANDA:** Members of the Uganda Manufacturers Association (UMA) visit Kakira Sugar Limited. UMA is an umbrella association that brings together Ugandan industrialists and manufacturers in an attempt to guide the industrial actors in the country towards global competitiveness



**EXPLORING THE OPPORTUNITIES:** Madhvani Group Executive Director Mwine Jim Kabeho, Chief Executive Group Sales and Marketing R. Sareen, Executive Director Chiradeep Guha and Director Corporate Affairs K. P. Eswar, attend the 2023 Uganda-Rwanda Business Forum



**TOGETHER FOR EYE HEALTH:** Joint Managing Director Kamlesh Madhvani and Sheila Madhvani visit a free eye camp held at the Kakira Hospital. The day of free eye services was offered to the estate and facilitated by Dr. Agarwal's Eye Hospital in Kampala.



**EXCELLENCE ELEVATES THE DILIGENT:** Joint Managing Director Mayur Madhvani congratulates Marvin Lubonge, a student of Kakira Senior Secondary School who emerged the second best student in Sciences in Jinja City in the national A Level examinations of 2022.



**A VOTE OF THANKS:** Jamal Rashid receives a certificate of recognition on behalf of the Madhvani Group and Kakira Sugar Limited from the State Minister for East African Affairs, James Magode Ikuya. This was during the Jinja Business Summit, which KSL sponsored.



**USING ART TO SAVE LIVES:** Kakira Hospital staff pose for a photo with the founders and organisers of an HIV Awareness Concert. Kakira Sugar Limited participated and contributed to the event, which was held in Busede County where KSL has a large number of outgrowers.



Kakira Sugar Limited employees participated in the Run for the Nile and Tree Planting at Wanyange in Jinja District as part of the activities to mark Uganda Water and Environment Week 2023 under the theme: Water and Environment for Climate Resilient Development. The 30 employees participated in the 5km, 10km and 20km marathons in Jinja City, and planted 100 trees at Wanyange as part of the company's contribution towards mitigating impacts of climatic change.



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