

# Madhvani

*Group Magazine*

Volume 20 No 2 | May 2012

**A great son of Uganda is  
laid to rest**

**The refurbishment of the  
Kenya Lodges**

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# Madhvani

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# Editor's Note



One moment we were toasting to the New Year and here we are, watching the second quarter of 2012 go by! Welcome, dear readers, to this year's first issue of the Madhvani Group Magazine.

I hope you enjoy reading about what different companies in the Group have been up to. In this issue, we have farewells and new members to the Group. Expansions, new acquisitions and awards and recognitions. There is also news of visitors and new partnerships and of charities and certifications.

I would like to thank all the people across the Group that have made it easy and enjoyable to put together this issue. Thank you for your support and co-operation.

Enjoy!

**Hellen Nyana**

[hnyana@kakirasugar.com](mailto:hnyana@kakirasugar.com)

*The Editor*

### About Hellen Nyana

Hellen Nyana, the new Group Magazine Editor, has been working in the media industry since 2006 when she was still a student of Literature and Communication Skills at Makerere University. Since then, she has worked as a Magazine Editor, Media Executive in a PR and Media firm and a freelance reporter and columnist with the leading media houses in Uganda. Before joining Madhvani Group this year, she worked as a Sub Editor with Monitor Publications Limited. Besides writing, Hellen is an avid reader and is steadily nurturing her love for photography.

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# A great son of Uganda is laid to rest

The number of people that gathered at the interment of the ashes of Manubhai M. Madhvani on April 12th was a true testament to how much people were drawn to him. In addition to H.E. the President, the Prime Minister, Members of Parliament, Ambassadors, cultural leaders, business leaders, members of the business community, Group Directors and employees of Madhvani Group joined the Madhvani family in droves to celebrate the life of their father, friend, business partner and mentor.

The second son of Muljibhai Prabhudas Madhvani, Manubhai was born in Jinja in 1930. He passed away in London on May 17th 2011 after a short illness. After cremation in London and last rites in India, his ashes were finally brought to Uganda and were interred at the same place where his father Muljibhai, his mother Parvatiben, his brothers Jayant and Mukesh were laid to rest.

The event was opened with prayers from the Rt. Rev. Dr Kyoma of Busoga Diocese, the Rt. Rev Charles Martin Wamika from Jinja Diocese, Sheikh Katega, the district Kadhi and

Bhupendrabhai Bhat, the Hindu Priest.

In an emotional speech by Shrai Madhvani, the second son of Manubhai Madhvani, he thanked everybody that was present to honour and celebrate his father's life. Shrai apologised for the absence of his elder brother Kamlesh Madhvani who could not be there due to poor health. Reading a few passages from his father's book *Tide of Fortune: A Family Tale*, Shrai lauded his father for his sacrifice for to the family and his resolute determination to get back the Uganda properties when the family returned in 1985. He commended him for his sincerity, great flexibility and positivity. "I want to show people, including my own descendants, that however bad it seems, there is always a way out," Shrai quoted his father.

He commended him for painfully being aware of the fragility of success and the value he placed on people. In addition to his speed to make decisions, Shrai spoke of his father's peace and clarity which he attributed to his spirituality and sense of humanity.

"Father's overriding quality was of course his level headedness and evenness of mind. We are lucky to have had a father like him and we deeply miss him and treasure the memories we had together," concluded Shrai.

Mr Mayur Madhvani was next in line to eulogise a man whose death he said he found difficult to accept and one he described as a "father figure and business mentor".

Calling his family fortunate to have learnt from the actions of Manubhai Madhvani, he remembered his elder brother for his generosity, patience, perseverance and his faith in humanity. "Manubhai's humility had no bounds and he always said that our strength in business always lies with the humility and dedication of our employees," Mayur said.

Overwhelmed with pleasure and humbled by the invite, Manubhai's friends Norman Shalita and Henry Kyemba took to the podium to bid their dear friend goodbye. Having met Manubhai with his "giant" brother Jayant back in the 60's, Shalita described the man he fondly referred to as Mzee Manu as gracious, loving, simple and dignified. He remembered him as a family man who always spoke of his brother Jayant and his family. "I remember Mzee Manu as a saint-like man in a white Kaunda Suit and a smile. He was a peaceful man with a purity of character," mentioned Shalita.

In the same breath, Mr Henry Kyemba remembered his friend as an icon of development. Hon. Daudi Migereko, area MP and Minister of Lands, Housing and Urban Development before welcoming the president, described Manubhai Madhvani as an eminent Ugandan who had left a huge challenge of building on what he had left.

The President of Uganda, Yoweri Kaguta Museveni described Manubhai Madhvani as "a great son of Uganda" whom he met on private and business matters. "He was a gentleman in the old style, a man of few words, humble and wise," He remembered.

He commended Manubhai for adding to the wealth of Uganda through the investments of Madhvani Group. He described him as the Good Samaritan who looked past people's tribes and origins and instead chose to add value to their lives. He especially remembered his contribution to the NRM struggle in 1981 when Mr Museveni visited London.

Bidding farewell to a man he described as a moderniser, he thanked the Madhvani family for their contribution to the Ugandan economy and for their efforts in reviving the



tourism industry.

## Bio

Born: 15th March, 1930 to Muljibhai Prabhudas Madhvani and his wife Parvatiben.

He was sent to India at the age of 10 for his education.

As a teenager, he was inspired by the teachings of Mahatma Gandhi.

He returned to Uganda in 1949 at the age of 19.

From the early 50's, Manubhai worked closely with his father and his elder brother Jayantbhai Madhvani.

In 1952, he married Jyoti Pajwani with whom he had his sons Kamlesh and Shrai. Unfortunately, Jyoti passed away in 1982 at the age of 51.

Following Jayant's tragic death in 1971, Manubhai took on the mantle of being the patriarch of the family.

Manubhai was arrested and imprisoned in Makindye Military prison in 1972 during the Idi Amin government. On his release from prison, Manubhai left for the United Kingdom.

In 1985, the Ugandan Government invited the Madhvani family back to Uganda to assist in the rebuilding of a then devastated country and Manubhai responded and began the struggle to rebuild what they had lost.

In 2008, Manubhai Madhvani published *Tide of Fortune: A Family Tale* about the origins of the Madhvani family business conglomerate, his challenges, life and business ventures.





**KAKIRA SUGAR**

*There is Nothing Sweeter*



## Expansion of the Kakira dairy unit

The dairy unit currently has 67 cows with 21 (33%) of them being milkers and 9 of them calves. It is presently undergoing total rehabilitation in terms of infrastructure, feed, healthcare and management with an objective of increasing the milk productivity and to make a separate profit centre.

### Infrastructure

Infrastructure has been improved to add a cooling tank room, feeding troughs, milking parlours, feeding cowsheds, feeds stores, holding areas for milking cows, watering troughs and calf pens.

### Health

The animals are in fairly good health with the veterinary doctors making regular checkups on them. The following health programme is drawn in order to ensure the cows have a good health:

1. The animals are de-wormed quarterly.
2. The animals are injected to protect them against trypanosomes twice a year.
3. The animals are annually vaccinated against rabies, foot and mouth disease, blanthrax, lumpy skin disease and brucellosis
4. The milking animals are screened fortnightly for mastitis.
5. The animals are sprayed weekly to prevent tick borne disease.

### Feeds

The feeding system has been changed to ensure that milking animals are fed according to their productivity rather than uniform feeding. This has given improved results i.e. from 14 to 18 litres per cow per day. Hay, silage and concentrates are also programmed to be given to the milking animals.

### Production

Presently the milking animals are producing an average of 18 litres per animal per day which is an improvement from 14 litres per animal per day we used to get at the beginning of the year. The milkers are also confined to the dairy unit most of the time to prevent them losing energy essential in

milk production while grazing out in the hot sun.

With the increased milk production, the unit should be able to supply milk beyond the Kakira estate to include Polota and Jinja town.

The unit's present objective is to raise production to 20 litres per cow per day. With the procurement of a milking machine the milking process will be speeded up and the highest standards of hygiene will be maintained. There are also plans to procure a bulk cooling tank for storing the milk before sale.

One of the interventions/strategies that is planned to attain increased productivity is to zero graze lactating cows by 100%.



Lessons learnt from our visit to Kakira

**London Business School**

"As part of a business trip to Uganda, we (30 MBA students from London Business School) visited Kakira Sugar Limited. We received a warm welcome from Mr Mayur Madhvani, one of the directors of Madhvani Group with his team led by Mr Kumar, a gesture which made us feel very honoured. We were then given a thorough overview of the firm and its activities. Mr Madhvani recounted the inspiring history of the farm and the incredible perseverance exhibited by his family to build the business through periods of political turmoil. Dr Reddy, the agricultural manager, gave us insight into the plantation's structure and processes, from the planting and harvesting of the sugarcane to the sugar production process. What struck us most was the fact that the waste produced from the sugarcane is used to produce energy, which was testament to the farm keeping pace with cutting edge technologies used in other parts of the world. The plantation's strategy of using manual labour in place of machines for the harvesting process was also interesting to note, as a choice to serve the development needs of the town perhaps at the expense of maximising efficiency.

We then went on to visit the factory in small groups of about eight. We saw first-hand the extensive and cutting

edge nature of the machinery and infrastructure employed by the plant. The seamlessness of the production process was captivating, from the unloading of sugarcane from trucks unto the production belt, to the final stages of sugar production. We had the opportunity to taste the sugar in the final stages of production and verify the high quality of the final product. We were also given insight into the factory's expansion plans, with the construction of a new adjacent plant, to meet growing demand. We were fascinated to learn that most of this demand was in fact domestically generated.

We are very grateful for the opportunity to have visited the plant and gained insight and perspective into industry in Uganda. We are also appreciative of the overall hospitality with which we were received. All of the participants in the trip gave positive feedback on the experience and were all particularly impressed with how organized and informative the tour was as well as the exceptional production standards set by the company".

*Codjo Ahouandjinou, MBA2013  
London Business School, United Kingdom*

# Kakira welcomes new faces

## KAKIRA SUGAR

*There is Nothing Sweeter*



**Christian Vincke** is the new General Manager, Kakira Sugar Limited. Mr Vincke, who is of Belgian origin, started work at Kakira in November, 2011 replacing Richard Orr. He brings with him experience in leading cane and beet sugar industries, distilleries,

power generation units and project management of new insulin, bio ethanol and sugar factories in DRC, Belgium, Chile, Spain and Egypt of over 33 years. His first contact with Africa was in 1978 in DRC (Zaire) in Congo's largest cane sugar factory situated 250km out of Kinshasa. The factory crushes 5000 tonnes of cane per day. At the age of 28 years, he was in charge of the sugar factory.

Mr Vincke returned to Belgium in 1989 for his children's education. In Belgium, for 17 years, he was responsible for one of Belgium's largest beet sugar company with a capacity of 11,000 tonnes of beet per day.

While looking for new challenges with expatriate assignments in which his training, interests, technical and scientific skills and his experience would contribute to the success of the company, he was invited by Mr Mayur and Mr Kamlesh Madhvani in September 2011 to visit Kakira. "I was impressed by Kakira's infrastructure, its large corporate social governance, the impressive investment programme and the diversity of the Madhvani Group as a whole," he says. Mr Vincke has been married since 1978 and is a proud father of a son and daughter who are 26 and 23 respectively.

**Christopher Strathern** is the new Works Manager, Kakira Sugar Limited. Mr Strathern is South African born and has been working in the Sugar Industry since 1995. He started at a small factory crushing 100 TCH, and then moved to a larger mill in South Africa. After 6 years, he moved to Simunye Mill in Swaziland crushing 405 TCH on a single tandem

and he was Engineering Manager at the mill. In 2008, he moved to Zambia as Chief Engineer. Mr Strathern arrived in Uganda on March 1, 2012 as the time had come in his my

career to look for a new opportunity. Looking for a challenge to utilise his experience to add value to a company and develop staff, he found that being Works Manager at Kakira Sugar Limited would fulfill that desire.

"I have enjoyed my stay and people have made me feel most welcome. The challenges have been to get familiar with the different way things are done at Kakira," he says. Mr Strathern is married and has two children; a 21 year old daughter and a 19 year old son, both in University in Cape Town.

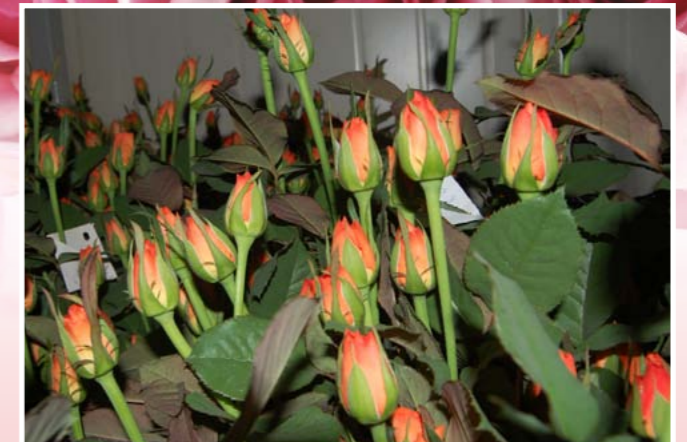


**Robert Tillett** is the new Deputy Works Manager at Kakira Sugar Limited. Mr Tillett hails from Belize, a small English-speaking Caribbean country in Central America. Belize has a population of 320,000 people which means that Uganda is about

100 times bigger than Belize and Kampala alone is about 10 times bigger than his country. To Kakira, Mr Tillett brings experience in the sugar industry having previously worked in Swaziland. In his home country, he worked mostly in the sugar industry and has also worked as an engineer in power and with utility regulation. "Kakira is in expansion mode and the direction the company is going with expansion in cogeneration and later ethanol merges with my personal interest from an engineering and career standpoint but also with my world view of what countries and sugar industries should be doing. It excites me then to be part of a team that is progressive thinking, successful and one that has a positive impact in its community," He says. Mr Tillett is married and has a 14 year old son and a 7 year old daughter.



## Kajjansi Roses is MPS SQ certified



If one visits Kajjansi Roses, one will find a white and green flag at the entrance representing the MPS SQ certification the farm recently received from MPS (Floriculture Environment Project in English). MPS, based in Holland, is an international certifying organisation that focuses on environmental, social and good agricultural practices. It is spread over 29 countries covering Latin and North America, Europe, Africa, Middle East and Asia.

Socially qualified (SQ) certification focuses on conditions of employment, health and safety on the farm as well as safe use and handling of chemicals and agricultural inputs. The certification was received at the end of 2011 and will come up for revalidation in 2014 with yearly follow up audits from the MPS body. Kajjansi is one amongst the first four of the sixteen rose farms in Uganda to get this particular certification.

K.K. Rai, GM Kajjansi Roses, says of the certification, "This is an important certification for our global customers as it confirms to them that our roses meet the internationally required compliance standards for environmental consideration and acceptable practices in the cultivation process itself. All this is key to accessing a wide global customer base that is increasingly sensitive to such issues and best practices." Kajjansi Roses is now both MPS ABC and MPS SQ certified, both mandatory prerequisites for accessing the global market. The farm currently employs 170 people and exports around 15 million rose stems a year.



# Mwera Tea to double existing volumes



The Madhvani Tea Division operates two estates, one in Nakigalala (Kajjansi) and another at Mwera (in Mityana). Of a total area of 1500 hectares, around 30 % is under tea cultivation. Together, the division produces around 0.9 million kilogrammes of tea that is auctioned in Mombasa. The green leaf produced in Nakigalala and transported to Mwera is approximately 40% of the total production that leaves Mwera.

The main focus areas of the business includes doubling the yield from current levels of around 1600 kg/ha, improving plucked leaf quality and primary grades (from 45 % to around 75 %) to increase price realization and improving productivity through deployment of mechanical methods in preference to manual plucking e.g. use of shears, pruning machines and de-bottle necking. Plans to upgrade the existing factory and going for ISO/HACCP certification are underway. Greenfield expansion of tea area from 300 to 500 hectares with high yielding clones at Mwera is also under consideration to double existing volume. In line with the above objectives, this year, the unit improved its primary grade percentage from 42% to 50% through improved crop husbandry practices to produce better leaf quality. There has also been improved withering through better cross ventilation and fermentation by addition of humidifiers.



## CNN selects Chobe gym as 5th Best Gym With a View in the world

Chobe Safari Lodge has been hailed for many things; its panoramic view, the sounds of River Nile's rapids and the amazing display of wildlife, birds and flora.

Fiona Harper of CNN GO says:

"Recently restored to her former 1950s elegance and perched above the bank of the River Nile, water is the main focus of Chobe Safari Lodge. That is, of course, once you've had your

fill of the elephants, hippos and buffalo that hang out around this legendary waterway. Attracting wildlife by the safari-load, the three-level swimming pool, spa and gym all overlook the rushing, gushing Nile."

Within the largest National Park in Uganda, Murchison Falls National Park is an amazing spot for anglers to drop a line once they've finished buffing their biceps in the Chobe Health Club and Spa.

The Chobe Health Club and Spa promises to be the perfect "après safari" world of relaxation and revitalization. Located at the top of the 3-tier pool, the health club and spa offers guests a range of therapies to soothe and restore one's karma after a long day out in Murchison Falls National Park. Our therapists are experienced in the art of massage. There is also a fully equipped gym with weights and cardio-vascular machines.

Work out while over-looking the 3 tier pool and the River Nile below!"

Chobe Safari Lodge beat hotels and inns from all over the world including Hong Kong, Thailand, Canada, California, USA and Alaska to take this position.

Chobe lodge's accolade was recognised nationally within Uganda by getting headline coverage upon getting this award in the largest circulating daily newspaper, *New Vision*.

### What makes Chobe tick?

Chobe is only three and a half hours drive from Kampala; it has the best panoramic views, a serene environment and beautiful unique decor. Chobe also boasts of a three level swimming pool, thirty-six standard rooms, a honeymoon suite, a family cottage, a Presidential Cottage, eight standard tents, seven deluxe tents, six Super Deluxe tents and conference facilities for 120 people. And according to the guests, it is the all embracing and unique entire experience at Chobe that makes it stand out from the rest and that of course is underpinned by the staff at Chobe who makes it happen.



## About Mwera Tea Estate

Madhvani Group repossessed the estate in 1990. The existing plantations are as old 58 years, having been planted in 1954. After the mismanagement in the 70s, the estate was slowly rehabilitated from 122 hectares to 313 hectares in 2000.

The tea estate is divided into three divisions with the 313 hectares under tea and 200 hectares available for expansion. The factory is a two line factory.



# Mweya features in National Geographic Magazine

Each month, National Geographic magazine features breathtaking photographs in Visions of Earth. In their March 2012 publication, they featured an image (right) from Mweya Safari Lodge.

"On a lodge terrace in Queen Elizabeth National Park, a photographer's butter and roll prove irresistible to the local lunchtime crowd. East Africa is home to many species of weaverbirds, known for their skill in building nest."

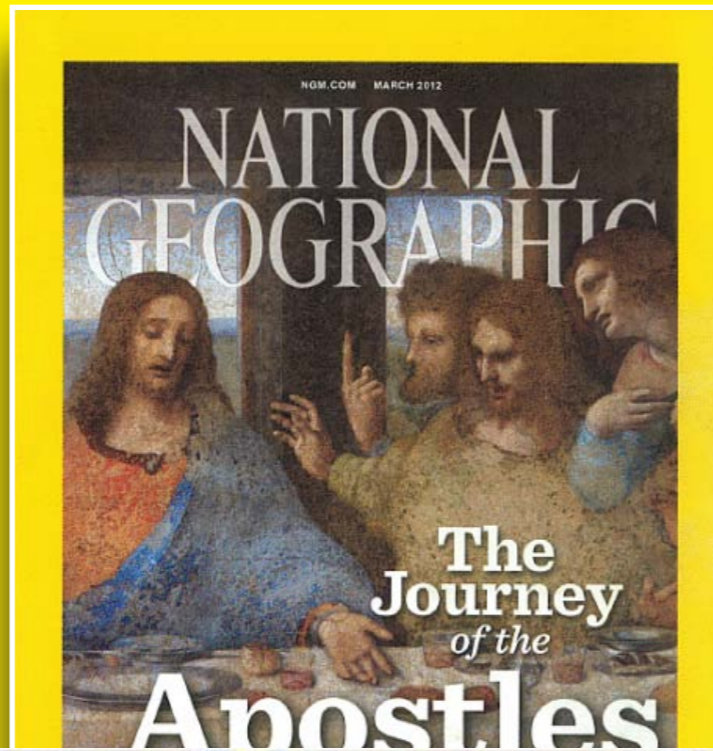


Mweya Safari Lodge is located on a peninsula within the heart of the Queen Elizabeth National Park and surrounded by the magical Rwenzori Mountains - the Mountains of the Moon.

The Lodge offers a range of activities and attractions: take a game drive and discover a vast array of wild game; experience a launch trip on the Kazinga Channel using one of our luxury boats; or watch some of the 619 different species of birds available to be seen. Nearby, chimpanzees can be found in the breathtaking Kyambura gorge - a formation of the natural rift in the earth. Here the ancient movement of tectonic plates has created a natural forest habitat for hippos, monkeys, chimpanzees, elephants and buffaloes.

Each room at Mweya Safari Lodge has a breathtaking view of the Kazinga channel. You can watch the forest hogs grazing the grass outside, as well as the odd curious hippo. Our cuisine is of the highest quality, presenting a range of exquisite Continental, Indian and International cuisine.

For those who want to unwind and relax, what better way than with a massage? The Mweya Health Club and spa offers treatments to revitalise you after a long day out in the game park. With an abundance of game, and some of the best bird watching in Africa, Mweya Safari Lodge is the perfect place to start your journey of discovery.



## Introducing Oloishorua, the giver

"I usually visit the Mara Leisure Camp every two to three months. Mara Leisure Camp is Madhvani Group's lodge in Maasai Mara. When I visit I usually go to greet and check on the old man who leased us the land and who has since become our friend. His name is Saruni Musukut.

I went to check on the place in March but before I had gotten round to checking on my old friend, he sent some people who told me he needed to see me. I did not go right away so he sent more people to come for me and together with Kenneth Mugira, the General Manager Kenya Lodges (Mara Leisure Camp, Aberdare Country Club and Ark Forest Lodge), I went right away.

When I got there, I found about 30 people, all Maasai, had gathered with five elders of the clan including my old friend. In Swahili, I was instructed to sit on a stool and they told me that they had decided to make me a Maasai elder. I was shocked to hear this but I was in for more shock. Being made a clan leader is more than just an announcement. There is a ceremony performed for one to make the transition from just a mere mortal to a leader of the Tipilikwani village at Maasai Mara in Narok.

I was thereafter taken aside by four people who asked me to undress. Being curtailed off by Maasai sukas, I undressed and wore other sukas, chains, bangles and tyre sandals. I was also given a fly whisk which I needed to chase away flies that gathered around my feet. I was asked to sit on the stool again and seated beside me was a witness. All this while, they spoke in their local language and someone interpreted for me in Swahili.

They then brought me some local brew in a calabash and asked me to take a sip. I have never drunk anything so bitter! An elder then took a sip and more shockingly, spat in my hands and my feet. The same ritual was repeated when they brought around some milk for me. Being spat on was astounding but I was later told that that is how they bless and honour people in their culture. I was then asked to greet the other elders and to join them in a dance. I was then given the Maasai name Oloishorua, which means giver. They had slaughtered a goat for me so we had some goat meat later when we sat down to eat together.

I still do not know why they chose me but they mentioned that it was a gift of appreciation for the Group's work in their community. They feel Madhvani Group created jobs for their community and they look forward to our help concerning water shortage at one of the schools.

I know it is such a great honour and I don't take it lightly."

**Mani Khan**

### About Mani Khan

Mani Khan was born in Dokolo in 1939 to a father who retired as Postmaster General having worked in all cities in Uganda as a Postmaster. His mother hailed from Paliisa. All his five siblings were born in different parts of Uganda.



When he left school, Khan later became a cadet in the army where he was in charge of all army shops for 10 years. In 1973, with a baby girl and his wife, they sought refuge in Canada where he joined the hotel industry and climbed up the rungs from store room porter. He worked in the hotel industry in major cities in Canada, USA, Bali, Hong Kong, Fiji, Jamaica, Australia (Sidney), New Zealand (Oakland) as an Operations Analyst.

He joined the Madhvani Group 16 years ago as Director of Operations at Marasa Africa, the Group's tourism subsidiary. He is now the Director (Systems and Analysis) and was succeeded by Anil Ghei as Director (Tourism Operations).

Mani Khan was recently appointed as a board member Uganda Wildlife Authority and he is on the board of Uganda Wildlife Educational Centre, is an executive committee member of Skal Club of Uganda and a member on the board of Uganda Hotel Owners Association.



Mani Khan with other elders of the tribe.



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- 1- Andrew Lubaale, Trade Show Coordinator, at the Madhvani Group stall at the first trade show to be held in Juba.
- 2- From Left to Right : Tom Alwala, Jatin Ambani (Director EABSL), Sameep Desai (Director OEUL), Roni Madhvani (Madhvani Group), Kumar Desai (Director OEUL), Rakesh Shah (COO Classic Marbles -India), Sandeep Mehendiratta, Tharun Patnaik (GM EADL) and Mahesh Kamath at the Continuous Professional Development for Architects and Consultants sponsored event by EADL.
- 3- Christian Vincke, Wilfred Pacoto and Farhan Nakhoda welcome visitors from Saraya Limited (Japan) to Kakira.
- 4- Anita Vanessa, Krishna, P. Kumar and Christian Vincke hand over a donation to St John's Church Bulanga.
- 5- Lord Dolar Popat and Lady Sandhya Popat with Mayur Madhvani, Chris Strathern and Christian Vincke at Kakira Sugar Limited.
- 6- At MishMash Art Gallery, Kololo, Marasa Africa (represented by Mani Khan and Rukia Mwai) was recognised as a sustainability leader based on its environmental, social and management practices.
- 7- Kamlesh Madhvani hands over a donation to Jinja town mayor, Mohammed Baswale
- 8- Mayur Madhvani with members of staff, Kakira Sugar Limited welcome visitors from a rubber plantation in India.
- 9- Mayur Madhvani explains the packaging of Kakira Sugar to Capt. Mike Mukula and Hon. James Orenko (Minister of Lands, Republic of Kenya).
- 10- Staff members of Kakira Sugar Limited with visitors from Mumias Sugar, Kenya.
- 11- Mayur Madhvani welcomes H.E Faure Essozimna Gnassingbe, President of Togo to Kakira Sugar Limited.
- 12- Mayur Madhvani with H.E Faure Essozimna Gnassingbe, President of Togo with his entourage at Kakira Sugar Limited.

# What an epic Marasa journey!



Peggy Healy with Mark Obwalatum, the Premier Safari's guide

On March 18, 2012, six journalists travelled from USA to Marasa properties in Uganda and Kenya. During the trip Kelley McMillan, Peter Mandel, Ted Alan Stedman, Amanda Castleman, Edward Readicker-Henderson, Arnold Weissmann went to Chobe, Paraa and Mweya lodges in Uganda and then proceeded to Aberdare Country Club, The Ark and Mara Leisure Camp in Kenya. They give an account their experience.

*"I simply don't know where to begin to thank the marvellous administration and staff of Marasa who treated our group so royally. The journalists were thoroughly charmed as was I. We felt we were in an entirely other world."*

*We loved the stop at the Ziwa Rhino Sanctuary en route to Chobe. Our guide told us marvellous stories of near-misses, including of a National Geographical photographer whose camera strap got caught on a rhino horn as he tried to snap just one more picture. He survived but his pictures didn't!*

*Chobe was delightful. What a beautiful setting. It's perfect for honeymooners (Richard suggested tent seven as the ideal for that purpose), marvellous conference facilities and soon-to-be 9 hole golf course, so it will also be ideal for golf fanatics. There was a conference about to take place while we were there and we could see why top guns would hold their meetings at Chobe.*

*I loved Paraa. Such a warm welcome and attentive service. We were extremely well treated. Of course the trip to Murchison Falls was fantastic. Edward is a twitcher and couldn't get over the number of birds spotted en route to the falls. The guides were amazing. I had mentioned that my screensaver is the malachite kingfisher. Coming back in the boat, going around 25mpg, the guide swung the boat sharply about. He had spotted a malachite kingfisher – all of three-inches high, on a branch, while zooming along the Nile!*

*The airplane was superb. Arnie's daughter took the co-pilot's seat and we all had fun teasing her later about her flying skills.*

*Mweya is simply divine – everything about it. First the setting, but the rooms! I lucked out and got the Presidential cottage, shared with Kelley. We were both bowled over. We had wonderful food there, great attention. On a game drive, the president's daughter and family were just ahead of us. Later, I availed myself of the spa and had the best massage ever. I couldn't close my locker so a nice lady gave me hers. At dinner I discovered it was the president's daughter and went over and introduced myself. She couldn't have been more gracious. Her husband asked me for my card. All a thrill. Of all the things we did one of my favourites was the boat ride on the Kazinga Channel. The boat itself was luxurious, and we saw a profusion of birds and game – buffalo and elephants, storks and egrets. It was a lovely water safari and a true highlight.*

*So Uganda was an eye-opener. A friendly, amazing country with heart-stopping beauty and, of course, the Nile. My compatriots went to see the chimpanzees but the chimps eluded them. No matter – they all loved walking and climbing through the rainforest.*

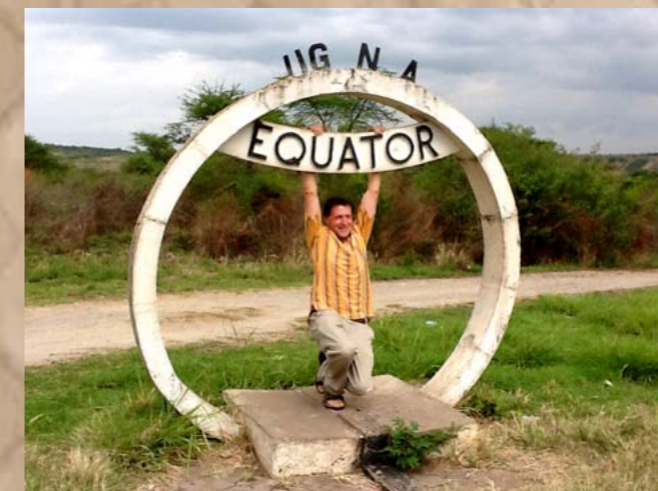
*On to Kenya Betty helped facilitate our arrival and did a marvellous job of herding the journalists and getting us settled in to the Norfolk. She was terrific the whole time, sorting out schedules and making reservations. I don't have to say anything about Kenneth – he is just so top drawer – and so modest!*

*What a fabulous place Aberdare Country Club is. I love the main lodge, the scenery and the landscaping. Everything was in bloom, lavish and colourful. We had a wonderful nature walk and stood not more than 20 feet from a giraffe. While we were walking, Kelley was horseback riding and had a great time. She later went running, accompanied by someone on the staff. I think one of the best game drives we had was from Aberdare. We saw rhino up close and personal and starting to rumble, scary but exciting. We saw zebras on the horizon and lions. All very thrilling. And Philip is a gracious and caring host – he reminds me of Nelson Mandela.*

*We got a kick out of the Ark, watching flocks of birds come to feed and numerous animals come to the watering hole.*

*Last but not least, we had a fabulous stay at Mara Leisure Camp. We loved the vastness of the plains – it feels like the beginning of time and the game so at home. If we hadn't seen the repercussions of a kill (a lion munching on an impala) it would be Peaceable Kingdom. Then the hot air balloon ride – what a way to see the Masai Mara! That was an awesome experience. Many thanks for such an unexpected treat. It was a trip of a lifetime. The journalists agreed and I heard nothing but good things about the trip, the hospitality, the accommodations, food, game drives, water safari, hot air balloon ride, and of course, all the people of Marasa and Premier Safaris who made it happen."*

Peggy Healy  
Montgomery Communications  
New York



Arnie Weissmann swinging at the Equator!!

*"Our trip to Uganda and Kenya was superb and memorable. We all agree that we've had one of the best press trip experiences of our lives (and have been treated like kings). Thanks so much to everyone who worked on setting the visit up and carrying it off with such kindness and style."*

Peter Mandel  
Rhode Island

*"From your fabulous lodges and staff, the superb game viewing, cruising along the Nile and dancing with the Masai, the trip was excellent. You certainly have some wonderful properties in your portfolios and a great team behind them. Betty, our guide/handler in Kenya, was a real stand out, a true asset to your team. And Peggy was a wonderful leader. Again, thank you for organizing an amazing trip."*

Kelley McMillan

# Marasa Africa's Marketing Agency in USA



Kiki Paris and Jane Behrend

With a view of increasing direct sales for Marasa Africa's properties in Kenya and Uganda, Emerging Destinations was appointed.

Emerging Destinations offers sales and marketing representation to lodges, DMC's and long-haul destinations based in "developing" areas of the world. Each client is unique, so their strategies are customised to suit specific needs.

What their clients have in common are strong conservation programmes and/or foundations to assist local people and a high-end clientele.

"Education is key to what we do, because most people aren't aware of the ins and outs of the destinations we sell – India, Eastern and Southern Africa and Southern Patagonia. Our services include: sales calls to the travel trade, trade show representation, comprehensive audit of existing marketing materials, creation and distribution of electronic newsletters, web training seminars and assistance with public relations, advertising and social media," says Jane Behrend of Emerging Destinations.

"We were thrilled to be hired by The Madhvani Group to represent Premier Safaris and Marasa Africa and introduce their products to North America. Our business is to reach the travel trade and we do this through personal sales calls, social media campaigns, trades shows and programmes and marketing to Association for the Promotion of Travel to Africa, the Adventure Travel Trade Association and other organisation, she adds.

Jane Behrend is based out of Atlanta, Georgia and oversees operations. A graduate of the University of Georgia with a degree in Journalism and Public Relations, she has been promoting safaris to Africa for over 22 years and has a long history of working with tour operators and lodge owners, including GameTrackers Botswana (now Orient Express), African Travel Inc. and Volcanoes Safaris.

Kiki Paris handles the Western USA and is based in Boulder Co. Kiki's degree is from the University of Tennessee and she had a long career in publishing, is an avid adventure traveller and joined Emerging Destinations in 2010.

# Marasa acquires Silverback Lodge offering a top-value, once-in-a-lifetime gorilla experience



Marasa Africa, has recently acquired Silverback Lodge in Buhoma, Western Uganda, proximate to the rare, beloved and endangered Mountain Gorillas. Through its acquisition of Silverback and its previous acquisitions of Mweya Safari Lodge (Queen Elizabeth National Park), Paraa and Chobe Safari Lodges (Murchison Falls National Park), Marasa Africa is able to offer travelers the definitive Uganda experience.

Silverback Lodge, the largest property in Buhoma, comprises 12 self-contained rooms overlooking nearby Bwindi Impenetrable Forest, home to Mountain Gorillas, other primates, including chimpanzees, 346 species of birds and 163 species of trees. The lodge is excellently located, just a short walk to the forest park headquarters, and affords the best, most sweeping views of the valley. In time to welcome guests this season, Silverback will immediately undergo basic upgrading (new bedding, china, glassware, etc.). Thereafter, it will undergo soft refurbishment in keeping with its rustic, traditional style and homey feel. In addition, new kitchens will be introduced, some new furniture added, and infrastructure, including water supply and pressure, will be improved. Rates start at an exceptionally reasonable \$300 full board. Because of its size, the lodge can accommodate larger groups.

To observe the gorillas, visitors need a seasoned guide and a permit secured well in advance, usually by the tour operator. While rates for gorilla trekking permits have recently increased by half in Rwanda to \$750 per person, rates have remained at \$500 in Uganda. Those who have experienced seeing the gorillas in their natural habitat invariably say, "It's the thrill of a lifetime."

Before farmers cleared the slopes for cultivation some 900 years ago, Bwindi was part of a larger forest that extended along the Rift Valley escarpment south to the Virunga volcanoes. In 1961, Bwindi became a Game Reserve as well as a Forest Reserve with its size increasing to 127 square miles. Then, thirty years later, as its attraction for gorilla tourism was recognized, Bwindi was elevated to a National Park. That same year habituation of two gorilla families began, and two years later the "Mubare" group was made available to tourists. Another family was habituated the following year. More groups have since been habituated, and some were even split into two to increase the number of families. Today, some three hundred plus Mountain Gorillas – half the world's population of this highly-endangered species – live here.

Visitors can also hike in the park, meet the diminutive-sized indigenous peoples (once called Pygmies) through the Batwa Trail, tour the local Bwindi Community Hospital, and stroll through the community gardens.

Because of its outstanding beauty and scientific value as one of the densest rainforests on the planet, in 1994, the entirety of Bwindi Impenetrable National Park was declared a UNESCO Natural World Heritage site. At the time it was said that Bwindi's eco-system "defines the very essence of the continent."

Silverback Lodge is an hour's flight from Entebbe or a three-hour drive from Mweya Safari Lodge, an ideal stop-over. It can also be reached directly from Kampala by road on an entire day trip or from Kigali on a six-hour drive.

# A preview of the ongoing refurbishment of the Kenya Lodges





# Going beyond the extraordinary



Premier Safaris was started at the beginning of 2011 and is based out of Kampala. The main aim of Premier Safaris is to bring superior quality service for visitors to Uganda. The company looks to capitalise on the increasing tourism numbers to Uganda. With this in mind, the group felt the need to be able to provide a total experience for the visitors, and thus they now have the ability to keep everything "under one roof" within the Group or using third party properties to meet the customer's individual and specific requirements.

The wish of Premier Safaris is to be able to provide the following services:

**Personalised Service** - Whilst they have a number of prepared itineraries, their forte is to work with the tourist to design the trip to their specifications, allowing them not to be limited by scheduled departures or a lack of flexibility. Premier Safaris remembers this is the client's holiday.

**Superior Vehicles** - Premier Safaris have specially designed Land Cruisers, customised for safaris and wildlife viewing. No detail has been overlooked, from charging points for the client's cameras to fridges to keep their drinks cold. An integral part of the safari is the vehicle and they have ensured the maximum level of comfort is incorporated into each safari vehicle.

**Local Knowledge** - Nothing compares to having someone on the ground who has an intimate understanding of the places one wishes to visit. This, along with many years of proficiency in East Africa, will make for a safari of a lifetime. Premier Safaris takes pride in knowing that their guests can immerse themselves in the experience that Africa has to offer with complete peace of mind, in the knowledge that every detail is covered.

The General Manager, Jeremy Otter has been involved in all aspects of the tourism industry for the last 17 years. His initial background is in accounting where he was articled with Coopers & Lybrand in Zimbabwe, and obtained a degree in accounting science. After a short stint working in Europe, he returned to his



home country, Zimbabwe and worked in the management of several companies in the tourism industry. During this time he completed the Zimbabwe Professional Hunters and Guides qualification. During the turbulent times in Zimbabwe, Jeremy moved to Tanzania to run a number of companies there, from both an operations and general management stand point (in both the lodging and the tour operator sectors) to development director for a group in the lodging sector. Jeremy joined the Madhvani Group to assist in the formation of the tour operating and ground handling side of Premier Safaris and the marketing of the Marasa Africa group to the overseas market.

The Operations Manager, Brian Mugume graduated from Makerere University with a BA in Tourism. With almost a decade of experience as a Safari consultant, tourism has become part of his lifestyle. Over the years, he worked with reputable companies as a Sales & Marketing Manager, Safari Manager and presently is Premier Safaris' Operations Manager. His passion for travel has taken him to various destinations in East & Central Africa. Brian deals with customers from South Africa, Europe, USA among others. His expertise not only stops in the office but at times spreads out to the field as a lead person for specialist VIP groups.



Brian's tourism knowledge and experience puts him on the best platform to provide that firsthand advice/information that is essential in tailoring unrivalled safari experience.

The Finance Manager for Premier Safaris is Laxman Gattu who joins from an earlier Group company, Coleus Crowns and has a strong finance background.

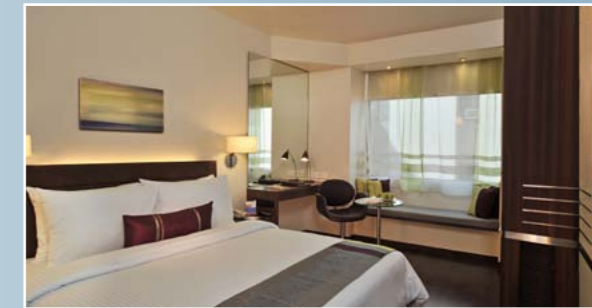
# The India hotel projects - steady progress



The first hotel venture of the Group's Indian Hospitality Arm - Marasa Hospitality Pvt. Ltd. - completed at a cost of about \$ 6.9 million, went into commercial operation on 28th September, 2011. The 70 - room hotel styled as - "Sarovar Portico - Rajkot" with one vegetarian restaurant and a special kebab eatery on the terrace has found good acceptance among the tourists and local guests. It has also earned the mention of "Best Hotel in Rajkot" in the Trip Advisor



Sky Lounge (Non-Vegetarian) on the terrace



A typical guest room



Front view of Sarovar Portico Rajkot



The Mehek Restaurant (Vegetarian)



The reception



A conference room in the Banquet Hall

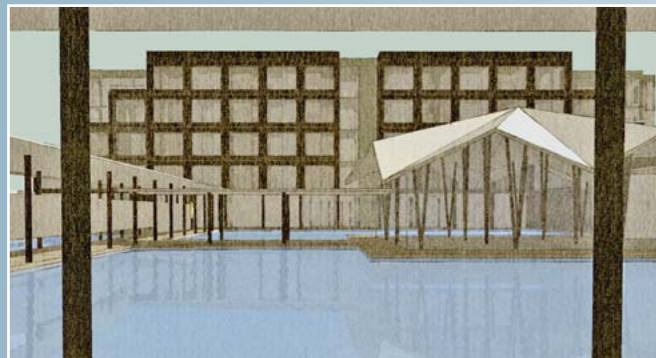


A conference room in the Banquet Hall

## Tirupati Project

The next three green-field hotel projects at Tirupati, Bodhgaya and Rishikesh are in an advanced stage of design development. Construction at respective sites is planned to commence sequentially during June,2012 to November,2012. Tirupati Project will strike ground first in mid-June,2012 followed by Bodhgaya in September,2012 and then Rishikesh in November,2012.

An artist's impression of the 121 room Tirupati Project (Estimated Cost : \$ 13 million) and an 80 room property at Bodhgaya, project estimated to cost \$10 million is given below :



Another view of the Guest block across the water-body and the lotus shaped restaurant



A view of the main guest block



Main entrance of the Tirupati Hotel



Central landscape feature with the symbolic Bodhi Tree at Bodhgaya



Aerial view of the hotel guest block



View of the multi-cuisine restaurant

## Bodhgaya Project

The design of the 80 room Bodhgaya hotel has been developed keeping in view the monastic style and the relaxed serene environment of the temple town, which enshrines the Buddhist culture and religion.



Entrance to the Bodhgaya Hotel

Both the Tirupati & Bodhgaya hotels would provide the following facilities also :

- Multi-cuisine Restaurant/s
- Banquet Hall/s with a spacious adjoining lawn
- Swimming Pool & Spa
- Gymnasium

The Bodhgaya Hotel will also have a Yoga and Meditation Court set out in the midst of a beautifully landscaped environment.

Similarly, the hotel in Rishikesh will offer all such facilities and in addition be a spa-centric hotel.



When Kakira Sweets say they want to take back the factory to its former glory when it was the largest confectioner in East Africa in the 60's, they mean business. Right now, the company which was revived in 1995, is the second largest hard boiled sweet confectioner in Uganda and if they carry on as they are doing, nothing should stop them from being the major player in the region once again. Management is committed to making it one of the leaders in East Africa and has invested in modern machinery controlled by state-of-the-art technologies from manufacturing to wrapping. With successive addition of machines, the unit is now capable of manufacturing 250 metric tonnes of sweets per month.

## Beyond borders

Management is happy to report that the company has started exporting to Kigali (Rwanda), Bujumbura (Burundi) and Bukavu (Democratic Republic of Congo). Mr Prasad, Manager Kakira Sweets, says it is too early to tell how the market will go but the response to the products is extremely positive.

## New Production Lines

In mid June, a new ball lollipop die line will be commissioned for the production of ball lollipops, which have a huge market in the region. This will increase production to about 50metric tonnes per month from the current 10 metric tonnes/month in that category. Additionally, a new die line for cough drops, which form the bulk of the confectionary market, will be used to increase production from the current 75 metric tonnes/ month.



Sweetness  
beyond  
borders

## Certification

UNDA Uganda Ltd has been appointed for ISO 9001-2008 certification process. By January 2013, the company will be certified to this standard and this will mean that the company's manufacturing standards will be compliant to this certification.

The confectionery market in Uganda is fiercely competitive with plenty of sweets imported from Kenya, China and other countries. To compete and increase the market share, the challenge lies in reduction of the cost of production. To achieve this objective, management is implementing measures to improve efficiency in various production lines and enhancing the quality control systems.

A new quality control laboratory was set up to analyse all the incoming raw materials, process systems and finished goods to achieve the stipulated standards. New central air conditioning has also been put in place to curb wastage during production by ensuring necessary ambient temperature levels in the manufacturing process.

As always, Kakira Sweets goal is to offer the customer the best products which offer value for the money proposition and increase the loyalty through satisfaction and brand building.

The current product range covers the various categories within the confectionary segment and Kakira Sweets has brands in these segments. The flat lollipop category has the Tam tam and Jolli Lolli brands and the ball category has Fun Pops.

In the all important cough drop category that dominates with 80% of the total confectionary market, Ice Green is the market leader and innovator. Other Kakira Sweets brands include Honey 'n Butter, Spangles and the recently launched Koffee Feast

# Building together, under one roof



If one is putting up a commercial building or a residential house, finding quality construction supplies under one roof has been made possible. East African Distributors Limited (EADL) now has two new joint venture companies: East Africa Building Solutions Ltd and Omega Elevators Uganda Limited, both offering world class building material brands and services for your building.

East Africa Building Solutions Ltd (EABSL) offers all types of waterproofing products (Insutech), construction chemicals (STP), composite pipes (KITEC), construction machinery (Aquarius Technology), hot and cold water insulations (Thermaflex), and composite /natural marble kalingastone (CMC). EABSL has already supplied to the prestigious Social Security Building in Kigali and has been used by leading companies in Uganda like Abacus Parental Drug Company, Sameer Agriculture and Livestock, Star Pharmaceuticals, Property Services, Seyani Brothers, Citi Properties, Excel Construction among others. The company has also created a distribution point in Kenya with Crown Berger Kenya Ltd and is planning to tap into the Southern Sudan market.

Omega Elevators Uganda Ltd (OEUL) is a Joint Venture between EADL & Omega Elevators India Ltd, manufacturers of over 2000 lifts p.a and suppliers of world class lifts to several countries with a presence in Tanzania with over 200 lifts in the past two years. The company has qualified technical engineers to install and service the elevators and escalators. OEUL has received a wonderful response from the Ugandan market, mainly due to its innovative technology advantage over the other brands available in Uganda.

General Manager, Tharun Patnaik says, "The Joint Ventures have made business easy because our customers can find their construction requirements under one roof. The world class brands that are distributed by EADL are of the highest quality and with guaranteed after sale service, EADL ensures that the client gets the best from what they purchase."

The joint ventures, besides increasing the product offerings, have led to an increase in clientele, revenue and reinforced the company's foot print in the region. With distributors in Rwanda, Kenya, Burundi and South Sudan, EADL is the solution for the East African market. In fact, the first building with elevators in South Sudan will be fitted with Omega elevators.

Established: January 1995 as the distributor of world class Building material brands of the highest quality.  
 Activities and scope: consultation, distribution, retail, project supplies and professional after sales service for several leading world class building material brands.  
 New products in 2011/12: Elevators, door automation products, access controls, security doors and fire doors, construction chemicals, hot and cold water insulations, high-end sanitary ware from KOHLER  
 Projects completed: Uganda Revenue Authority, Alcatel Lucent, Aggreko, Hima Cement, Nile Basin Initiative, Bidco, Steel Works, National Housing, Barclays Bank, Mbarara Hospital among others.



## Madhvani Foundation marks 50 years with Ushs 600million Scholarships

The Madhvani Foundation, Uganda's biggest private education donor is this year celebrating 50 years of support to Uganda's education sector with the launch of scholarships to Ugandan students worth Ushs600 million. The Foundation which has been supporting deprived exceptional students for the past 50 years aims at maintaining and promoting scientific and technical education among the people of Uganda.

The Chairman of the Scholarship committee, Henry Kyemba made the announcement at a press conference held at the Kampala Sheraton Hotel. "The Madhvani Foundation is this year marking 50 years of support to Ugandan students and we would like to express our extreme joy at achieving this milestone. The Muljibhai Madhvani foundation is a charitable trust that was set up in 1962 on the eve of Uganda's Independence to honour the vision of the late Muljibhai Prabhudas Madhvani"

Speaking about the achievements of the Foundation, Mr Kyemba noted that to-date it has sponsored over 1,200 students some of whom are very prominent members of society such as Prof George Kanyeihamba, it has spent over Ushs3 billion in tuition fees, it has over seen the establishment of an alumni association to bring together all former beneficiaries of the foundation as well as the launch of the Madhvani Foundation newsletter.

"It is with this milestone in mind that the board of the Foundation has set aside Ushs600 million this scholarship year to benefit Ugandan students in various universities across the country. Not only does this make it the largest amount ever donated by the foundation but also the largest by any private sector donor." He continued.

Commenting on the qualification requirements of applicants and the selection process, Mr Kyemba emphasised that, "We are looking for visionary individuals who would like a chance to play a role in transforming their societies. The requirements remain the same and we encourage students to visit the foundation website for more information and to download the application forms. The selection process will be transparent and all applications we be handled on an individual and unique basis."

Speaking at the same function, Jonathan Muwaganya, a former beneficiary now state attorney working with the Directorate of Public Prosecutions and also the new Chairman of the Alumni Association said, "The Foundation has equipped us with the necessary requirements to be the change we want to see in society and on behalf of all the former beneficiaries we would like to thank them for investing in us. We congratulate them on marking 50 years of the Foundation and would like to commit ourselves to working together with them to improve our country."



*An epic journey starts here...*

Marasa Africa prides itself as a leading Safari Hotel Group in East Africa, giving you rare, gratifying and humbling experiences.

*Marasa Africa, where the unforgettable happens.*

