

Madhvani

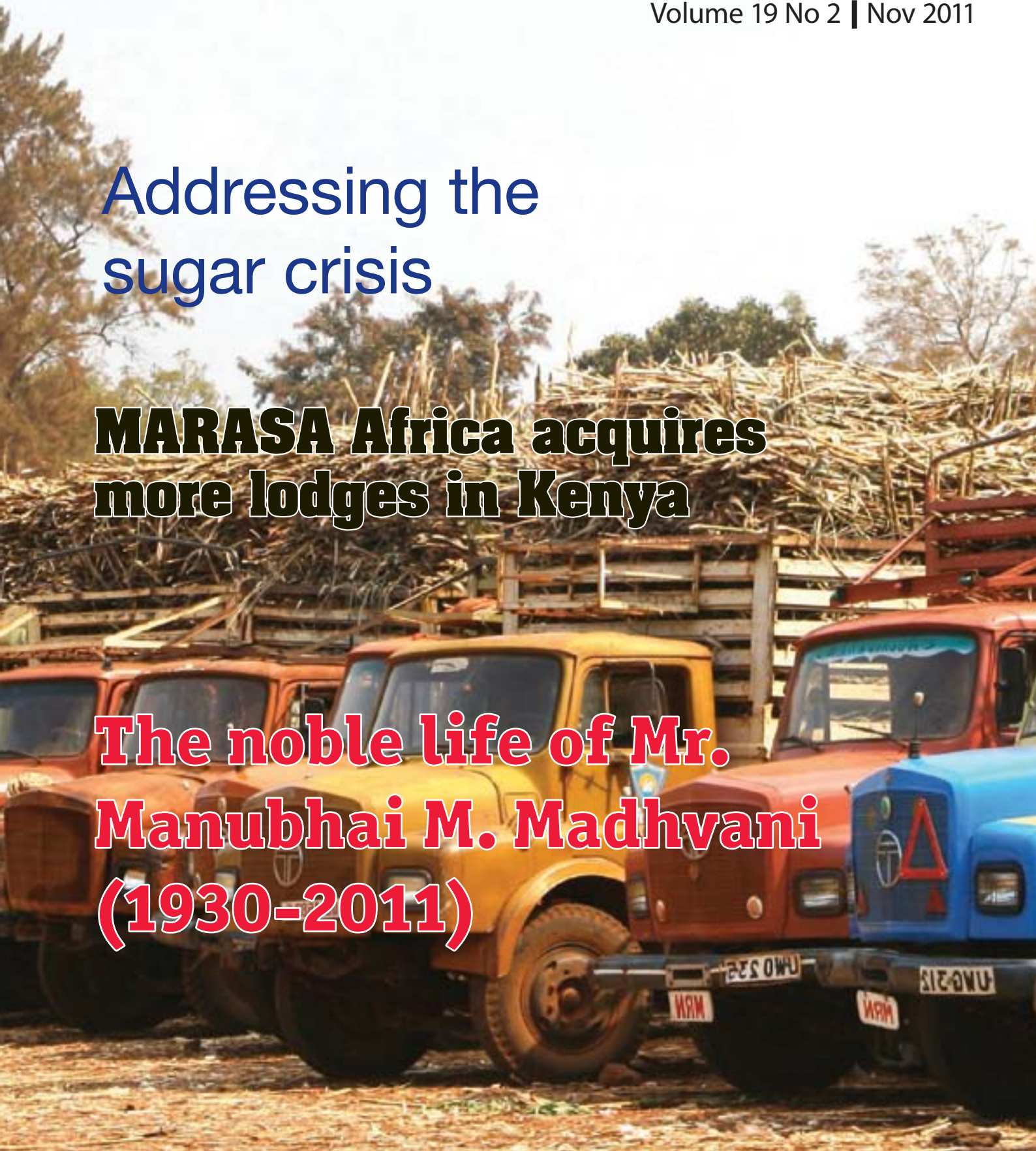
Group Magazine

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Addressing the
sugar crisis

**MARASA Africa acquires
more lodges in Kenya**

**The noble life of Mr.
Manubhai M. Madhvani
(1930-2011)**



Welcome...

In this issue of the Madhvani Group magazine, we continue to communicate to our stake holders on the various Group activities as well as provide updates on what is going on.

This issue of the magazine has been made possible with contributions from the following people whom I would like to acknowledge.

Nikesh Madhvani
Director

Pamela Atim
Kakira Sugar Limited

P. Kumar
Personal Assistant to JMDs

Anita Vanessa
PRO & Secretary, Kakira Sugar Limited

Andrew Lubaale
Show Co-ordinator

Satvinder Saini
Director, Excel Construction

Tharun Patnaik
General Manager East African Distributors

Rukia Mwai
Marketing Manager- MARASA Africa

Mahesh Kamath
Executive Assistant to Directors

Emmanuel Basaliza & Vuni Viterio
Photographers

Enjoy reading!

The Editor



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Proprietors

Muljibhai Madhvani & Co. Ltd.
Plot 25 Main Street,
P.O.Box 54, Jinja

Correspondence

All correspondence should be addressed to:
The Editor, Group Magazine
P.O.Box121 Jinja, Uganda
Tel: +256 - 41 - 4444000
E-mail: editor@kakirasugar.com

Registered at the GPO as a Newspaper

Contacts

Jinja:
Muljibhai Madhvani & Co. Ltd.
Plot 25, Main Street,
P.O.Box 54, Jinja
Tel: +256 - 33 - 2342100/200

Kakira:

Kakira Sugar Ltd.
10 Kms Jinja - Tororo Road
Tel: +256 41 - 4444333/6

Kampala:

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

Design/Layout

Big Presentations Ltd
Jumbo Plaza, P.o.Box 6386 - Kampala
Tel: +256 39 2964308
E-mail: mulindwa@gmail.com

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AGRO INDUSTRY

Kakira Sugar Ltd.
P.O Box 121, Jinja, Uganda
Tel. 041 4444000
Fax: 041 444333/6
E-mail: kakira@kakirasugar.com
Web site: www.kakirasugar.com

Kakira Sweets and Confectioneries
P O Box 121, Jinja Uganda
Tel. 041 4444000
Fax: 041 4444110
E-mail: kakirasweets@kakirasweets.com

Mwera/ Nakigalala Tea Estates
P O Box 6361, Kampala, Uganda
Tel. 075 2799888
Fax 041 4269399
E-mail: mwera.nkl@iwayafrica.com
mwera.gm@iwayafrica.com
mwera.tea@iwayafrica.com

Kajjansi Roses Ltd.
P O Box 6361, Kampala, Uganda
Tel. 041 4200959
Fax: 041 4200314
E-mail: info@kajjansi_roses.com

MANUFACTURING
Steel Corporation of East Africa Ltd.
P O Box 1023, Jinja, Uganda
Tel. : 043 4121451/2
Fax: 043 4121453
E-mail: scea@utlonline.co.ug

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

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

SERVICES

East African Underwriters Ltd.
P O Box 22936,
Kampala, Uganda
Tel. 041 4232893/ 4233794
Fax: 041 4234221
E-mail: eaul@eaunderwriters.com

Liberty Life Assurance Uganda
P O Box 22938, Kampala Uganda
Tel: 041 4233794/4254708
Fax: 041 4256414/4259643
E-mail: libertylife@stanbic.com

Software Applications (U) Ltd.
P O Box 22611, Kampala Uganda
Tel: 041 4531521/2/3
Fax: 041 4531524
E-mail: software@salafrica.co.ug

Excel Construction Ltd.
P O Box 1202, Jinja Uganda
Tel: 041 4221996/ 4505959
Fax: 043 4123150/ 041 4220482
E-mail: excel@excelconstruction.org
xlk@excelconstruction.org
Website: www.excelconstruction.org

TOURISM

Marasa Holdings Ltd.
P O Box 22827, Kampala, Uganda
Tel. : 031 22606260/1
Fax : 041 4255277
E-mail: marasa@starcom.co.ug

Mweya Safari Lodge
P O Box 22827, Kampala Uganda
Tel: 031 2260260/1
Fax: 041 4340056
Lodge Tel. No. 041 4340054
Lodge Fax No. 041 4340056
E-mail: mweyaparaa@africaonline.co.ug
Website: www.mweyalodge.com

Paraa Safari Lodge
P O Box 22827, Kampala Uganda
Tel: 031 2260260/1
Fax: 041 4340056
Lodge Tel. No. 077 2788880
Lodge Fax No. 039 2280588
E-mail: mweyaparaa@africaonline.co.ug
Website: www.paraalodge.com

Chobe Safari Lodge
P O Box 22827, Kampala Uganda
Tel: 031 2260260/1
Fax: 041 4340056
E-mail: mweyaparaa@africaonline.co.ug
Website: www.chobelodgeuganda.com

Premier Safaris Ltd.(Ground handling services)
P O Box 54, Jinja Uganda
Tel. : 041 4444000
Fax : 041 444336
E-mail: premiersafaris@madhvani.org

KENYA
Masai Mara Camp
P O Box 17545 Enterprise Road
00500 Nairobi Road Kenya
Tel: +254 20557009
Wireless: +254 202101333
Wireless: +254 735472911
Wireless: + 254 713964340
Fax: +254 20556126
E-mail: info@maraleisurecamp.co.ke
Website: www.maraleisurecamp.co.ke

Aberdare Country Club/ The Ark Forest Lodge
P. O. Box 48995-00100
Nairobi, Kenya
+ 254 020214415/17, 722205407
Email: Theark@Marasa.Net

GROUP SERVICES

Muljibhai Madhvani & Co. Ltd.
P O Box 54, Jinja Uganda
Tel. 042 4121218/4120511
Fax: 043 4123174
E-mail: lal@madhvani.org

Madhvani Group Projects Division
P O Box 6361 Kampala Uganda
Tel: 041 4259390/4/5
Fax: 041 4259399
E-mail: projectm@infocom.co.ug
klaproj@gmail.com

Madhvani Group Central Purchasing Div.
P O Box 54, Jinja, Uganda
Tel. 033 2343100/200
Fax: 043 4120696/4121217
Email: imports@madhvani.org

TPSC Uganda
P O Box 54, Jinja, Uganda
Tel: 041 4444000
Fax: 041 4444336
E-mail: tpssc@infocom.co.ug

East African Distributors Ltd.
P O Box 22938, Kampala, Uganda
Tel: (256) 41 255432
Fax: (256) 41 255433
Mobile: (256) 75 2717171
E-Mail: eadlocks@utlonline.co.ug

East African Building Solutions Ltd.
P O Box 3347, Kampala, Uganda
Tel: (256) 41 255432
Fax: (256) 41 255433
Mobile: (256) 75 2717171

Industrial Security Services Ltd.
P O Box 1483, Jinja, Uganda
Tel. 043 4131769
Fax: 043 4123174
E-mail: mjkabeho@madhvani.org

Madhvani Properties Division
P O Box 33479
Kampala Uganda
Tel: 0772 799978/ 0772 760110
E-mail: properties@madhvani.org
eagw@utlonline.co.ug

CSR/EDUCATION

Muljibjai Madhvani Foundation
P O Box 54
Jinja Uganda
Tel: 041 4255432/ 0773 215554
Fax: 031 2263999/ 041 4255433
E-mail: mmf@eadl.co.ug

AIR CHARTER

P O Box 54, Jinja Uganda
Tel. : 041 4444000
Fax : 041 444336
E-mail: premiersafaris@madhvani.org

Kakira Clock Tower Installed



The Madhvani Group has had a long and productive partnership with Jinja town and district spanning many decades. This has led to the construction of several civic buildings and hospitals in the town, and the latest incarnation of this partnership is the Kakira Clock Tower which when completed will be the first ever multiple faced satellite controlled clock tower in Uganda.

Once finished it will stand tall, over forty feet high, on the Gaddafi round about, Jinja. All highway traffic passing through will be able to read the time as they approach the roundabout as the clock will have four faces at its zenith which will all be lit at night. The clock mechanism has been designed to reset after a power failure by taking data from satellite - the mechanism can reset itself even if the power has been disconnected for ten years. The hands will track either clockwise or anti-clockwise depending on their relative positions when the power failed. They will move to the exact time once power is reconnected.

The design was created by the Projects Office Kakira with consultants after taking into consideration comments from the Jinja Municipal Council and the Uganda National Roads Authority. The concept of the clock tower, as designed by Madhvani Group Architect, Mr. Walter Wanjala, had two key principles at the core of its design: stability and future potential. This is testament to the continued belief by the Madhvani Group in the inherent growth potential of Jinja and the country as a whole.

The Kakira Clock Tower will have a classic look and as it continues to measure time over the years it will become a yardstick to quantify the pace of future development in the region.

Tropical Bank commissions a branch at Kakira

Sugar cane growers now have a reason to celebrate. Tropical Bank Limited has recently opened a branch at Kakira Sugar Limited. Speaking at the opening ceremony, the Bank's Managing Director, Prince Kassim Nakibinge stated that the bank will offer an attractive competitive salary loan and advance packages to the sugar cane growers. "Borrowers will be able to take between UGX 500, 000 and UGX 50 million, to be serviced in 60 months", says Mr. Nakibinge.

Mr. Richard Orr, General Manager, Kakira Sugar Limited said farmers face a challenge of handling cash, therefore, the advent of the branch is timely



Top - Kakira top staff with Tropical Bank Officials
Above - Some of the Kakira Outgrower farmers pose for a group photog



Madhvani Group acquires Aberdare and The Ark lodges in Kenya



The Aberdare and Ark lodges have been acquired by the Madhvani Group, a recent venture as part of the Group's expansion into the leisure industry.

Set in the heart of the Aberdare National Park, The Ark overlooks a floodlit waterhole which attracts a host of awesome wildlife such as elephants, rhinos, leopards, bushbucks and occasionally an elusive bongo or giant forest hogs. Resembling Noah's Ark, it has three decks and numerous balconies from which to view the curious wildlife.

Aberdare is based on a traditional English Country Club with spectacular views, having its own Golf Course and approximately 1300 acres of private wild life Game Reserve.

The Ark and Aberdare lodges are located 7 miles from Mweiga airfield, a one hour drive from Nyeri airstrip and a two-hour drive from Nanyuki airstrip. The lodges are popular weekend resorts for Nairobi residents.

To commemorate the recent acquisition of the Aberdare Country Club and The Ark Forest Lodge in Kenya, by the Madhvani Group, the Management and staff of the two properties planted a tree led by the Director of Operations, Mr. Mani Khan. In the photograph seen planting the tree are from left, Mr. Mani Khan the Director of Operations Tourism, Madhvani Group, Mr. Philip Nyaga, General Manager, The Ark and Aberdare Country club, Mr. Kenneth Mugira, Area General Manager, Marasa, Kenya with other staff members



Tanya Madhvani, seen at the Ark view window. Tanya Madhvani and Priya Madhvani are currently involved with the refurbishment of the Aberdare and Ark lodges, together with the project team headed by Mr. Martyn Clark and assisted by Mr. Kenneth Mugira, General Manager, Mara Leisure Camp



Sugarcane supply significantly reduces at Kakira factory



Outgrowers lorries with cane supplied to Kakira before the sugar cane shortages



Due to cane shortages you can hardly see any outgrowers lorries supplying cane to the factory

Currently, Uganda is facing shortage of sugar supplied on the market mainly due to reduced local production that has been induced by sugarcane shortage. Uganda's annual sugar consumption is estimated at 325,000 tonnes. In 2010/11, Kakira Sugar Limited (KSL) produced 158,731 tonnes (just over 50%). The two other main producers, Kinyara and Lugazi and imports contribute the other half. Net imports have been oscillating around 38,000 tonnes including refined sugar.

Kakira Sugar Limited depends on outgrower farmers for up to 65% of the sugarcane that is crushed to make sugar. Sugarcane supply from the outgrower farms has reduced to less than 50% of forecast supply. Farmers who are registered with KSL have been diverting sugarcane to over 51 motorized and ox-driven jaggery mills to the tune of over 182 tonnes daily. 40 lorry trips are diverted to Mayuge (15 kms from Kakira) on a daily basis.

A sensitization programme has been conducted during the last three months to boost the false economics in diverting cane to jaggery, low recovery of sugar from immature cane and the need to increase field yields. Farmers consider short term gains due to pressure from high bank interest rate and increasing commodity prices. However, management believes that the cane supply will improve since the August and September rainfall has helped recover the cane previously affected by drought.

The shrinking of sugar quantity supplied to the Ugandan market has resulted in an explosion of selling price reported in some towns to have reached UGX 10,000 per kg. A number of factors catapulted the price and these include reduced production, speculation, hoarding and regional exports. The annual headline inflation rate for the year ending September 2011 increased to 28.3% from 21.4% recorded for the year ended August 2011, According to UBOS, this is the highest since 1993.

Cane shortage is also attributed to failure on the side of Government to enforce the sugar policy thereby letting multiple small factories spring up in one zone. To mitigate further damage to the sugar sub-sector, Government must implement the sugar policy. A sugar factory should exist after establishing minimum of 500 hectares of sugarcane plantation in a radius of 25 kms.

Government has intervened by importing sugar tax free until the situation improves. However, due to the depreciation of the Uganda shilling against the dollar, the price of imported sugar is higher than locally produced sugar.

As a long term measure, Government must identify zones for planting more cane and allocate those zones to interested and able investors.

Source of the Nile National Agriculture and Trade Show

This year's Source of the Nile National Agriculture and Trade Show took place from 18th to 24th July 2011 at Jinja Show Grounds. The 19 year old annual show was organized by the Uganda National Farmers Federation (UNFFE). The show, whose focus is agriculture, attracts visitors from all over the country and beyond. It offers farmers an opportunity to learn about new developments in the agriculture sector. This year's theme was "Commercializing Agriculture to Enhance Farmers to Access the East African Common Market."

The Madhvani Group of companies, an annual participant at the Agricultural Trade Show, exhibited a number of its products like sugar, sweets, matches, corrugated boxes, Madhvani Tea, Kajjansi roses and door locks from East African Distributors Ltd.

In the Agricultural sector, the Madhvani Group demonstrated subsistence farming, commercial farming (sugar cane growing), sugar cane crop husbandry, intercropping in sugarcane with rice, groundnuts, soya beans, beans, carrots, cabbages, onions, etc. The Group also exhibited agricultural inputs both organic and inorganic fertilizer samples, insecticides, fungicides and herbicides.

The Madhvani Group had the privilege to host H.E. President Yoweri Kaguta Museveni to their stall on 23rd July 2011. He took a tour around the stall with the guidance of Dr. M.R Reddy, the Agricultural Manager, Dr. D.V.N Raju, the Chief Agronomist and Mr. Mwine Jim Kabeho, Madhvani Group Director.

The President was impressed with the Group's activities especially inter-cropping in sugar cane, offering fertilizers to farmers, cogeneration and KORD activities. He urged the Group to focus on profitable sugar cane cultivation to achieve higher incomes to farmers.

In his address, Mr. Museveni generally advocated for commercial farming to get higher incomes, subsistence farming for food security and tree planting to protect the environment.



Chobe Safari Lodge



Chobe Safari Lodge, the most luxurious Safari lodge ever constructed in Uganda, has opened its doors to the public and is encouraging Uganda safari visitors to come to savour the magnificence of the new "Gem on the Nile"

Following decades of being abandoned, the new Chobe Safari Lodge, located in Murchison Falls National Park, now exudes elegance and energy once again. Each category of accommodation narrates a tale of comfort and luxury for the discerning visitor ranging from the Presidential Cottage, to the various categories of luxury tents and the 36 elegant guest rooms. All narrate luxury and comfort and draw inspiration from the African Safari and yet are modern in their amenities and facilities but charmingly rustic within their individual setting. The River Nile is the focal point of all the accommodation with the balconies all facing magnificent sweeping views of the river.

One of the main attractions guests can look forward to when they visit the lodge is the abundant game viewing. Due to the fact that the area has been largely uninhabited for more than 30 years, the amount of game multiplied incredibly and as a result the area is now one of the most densely populated wildlife regions in East Africa.

Guests who are a little less adventurous and prefer activities closer to the Lodge can either relax by the pool, engage in some sports fishing or simply enjoy the stunning views overlooking the majestic River Nile from the main open terrace restaurant. Getting to the lodge is very easy. Unlike many other destinations, Chobe is easily accessible by saloon car as most of the trip is on newly laid tarmac, and the average journey should take no longer than three and a half hours, given Chobe Safari Lodge is only 280 km from Kampala.

AFREPREN Commends Kakira Cogen Project

Professor Suani Coelho, a UNEP Consultant and Bio-energy specialist in the University of Sao Paulo in Brazil led a consultants team to visit Kakira Sugar Limited for final Grant Disbursement and Cogen project mid-term evaluation.

During a meeting with the management, the General Manger of KSL, Mr. Richard Orr, submitted a report and explained the current situation of the 3MW plant that was officially opened by the AFREPREN Consultants in 2010. They later toured the factory and plant to verify the facts. "I acknowledge and confess that Kakira Sugar not only competes nationally but at international levels. It has much more to give the citizens than the greatest sugar production company in my country Brazil, said Prof. Coelho. "There is none like this in Uganda as far as sugar and cogen is concerned", she added.

The consultants' evaluation raised more hope for more power generation both for inward consumption and national supply to UMEME. It was noted that before installation of the plant, in 2000, Kakira produced 4.5MW for internal consumption. In 2010 the company produced 14 MW for the national grid and 7.5MW for internal consumption and it is estimated that Kakira will produce 33MW for the national grid and 15MW for internal consumption, totalling to 48 MW, by the end of 2012.

The consultants commended Kakira for their hard work and improved services. There has been a drastic change in the working system and an expansion of the project. The workers and Management are devoted to keep climbing greater heights. This was in their evaluation after a full day activity.

Sugar consumption in Uganda is increasing with the population growth with Kakira as the leading sugar producer in Uganda. It has therefore increased its production to meet the demand of consumers. KSL produced 58,108 tonnes of sugar in 2000 and 151,110 tonnes in 2010-2011, and is targeting 180,000 tonnes by the end of 2012.

High appreciation was given to the Directors, management staff and all workers of Kakira Sugar for their combined effort in making the company great, more so Kakira being a key focus for the economic development of Uganda



Rose Mary Bastian.

A Role Model For Ugandan Students.

Rose Mary Bastian is selected for the Prestigious Fellowship Award Instituted by Schlumberger Foundation – Paris.

Schlumberger Foundation, based in Paris is giving this highly competitive award and fellowship for young women who excel in Science and Engineering Studies from developing and emerging countries. The Long-term goal for this "Faculty for future program" is to generate conditions that result in more young future women to pursue scientific disciplines. Rose Mary has been selected as one among the 194 future women from 55 countries around the world.

She has been selected for this award for submitting her paper on the miseries of African Countries and her desire to work for their upliftment particularly women in Uganda.

Rosemary Bastian is pursuing her MSPHD in Bio Medical Engineering in Diexel University in Philadelphia – USA. Recently her paper on HIV Virus – infection control was selected and published as VIP paper in the leading medical Journals in Europe called Chem.-MED-Chem. She is doing research on the use of Nano Partial Technology for infectious control on HIV- Virus Cells. The name of the paper is "Cell-Free HIV -1 Virucial Action by Modified Peptide Triazole Inhibitors of Env gp120"

Rosemary Bastian is the daughter of Mrs. Gracy Sebastian and A.F. Sebastian working with Madhvani Group. She did her O'Level and A 'Level in Jinja as a private Home Student with the help of Uganda Teachers and British Council. She went to MIT- Manipal India and then to Drexel University Philadelphia – US for pursuing her BS-MS-PHD program.

She gives strength and becomes model to the students in Uganda who want to excel in their life with limited educational facilities for higher studies.

Joint venture between East Africa Distributors Ltd and Polymer Applicators Ltd-India



Mr. Vinay Gorachia-M.D-Akagera Group with Jatin Ambani-Director EABSL and Mr. Shriram FC-EADL during the signing of distribution agreement at Kigali-Rwanda

East African Building Solutions Limited (EABSL) has been in operation since January 2011 and has received tremendous response from the Ugandan markets with contracts for epoxy flooring at Sameer Agriculture and Livestock, Supply and apply expansion joints for Property Services, Supply and apply APP membrane for terrace waterproofing at Sameer Agriculture, JMD's residence, Madhvani Foundation, Supply and installation of composite pipes (50 yrs guarantee) at Madhvani Foundation and many projects in the pipeline.

EABSL executed a turnkey contract for US \$ 125,000 in Rwanda for supply and apply of APP membrane and expansion joints for the prestigious Insurance plaza building (Contractors: Thomas and Piron Great lakes) and has completed the project successfully and has bagged another contract in Rwanda which will be handled by the distributor of EABSL.

EABSL entered into a distribution agreement with Akagera Business Group (Mr. Vinay Gorachia) at Rwanda and secured orders worth US \$ 250,000 for supply of material for distribution in Rwanda and Burundi. The brands involved would be STP- Construction Chemicals-India, Insutech-Waterproofing membranes –Egypt, Kitec-Composite pipes-India, Thermaflex- Insulations-Netherland, and Aquarius Technologies- Sweden.

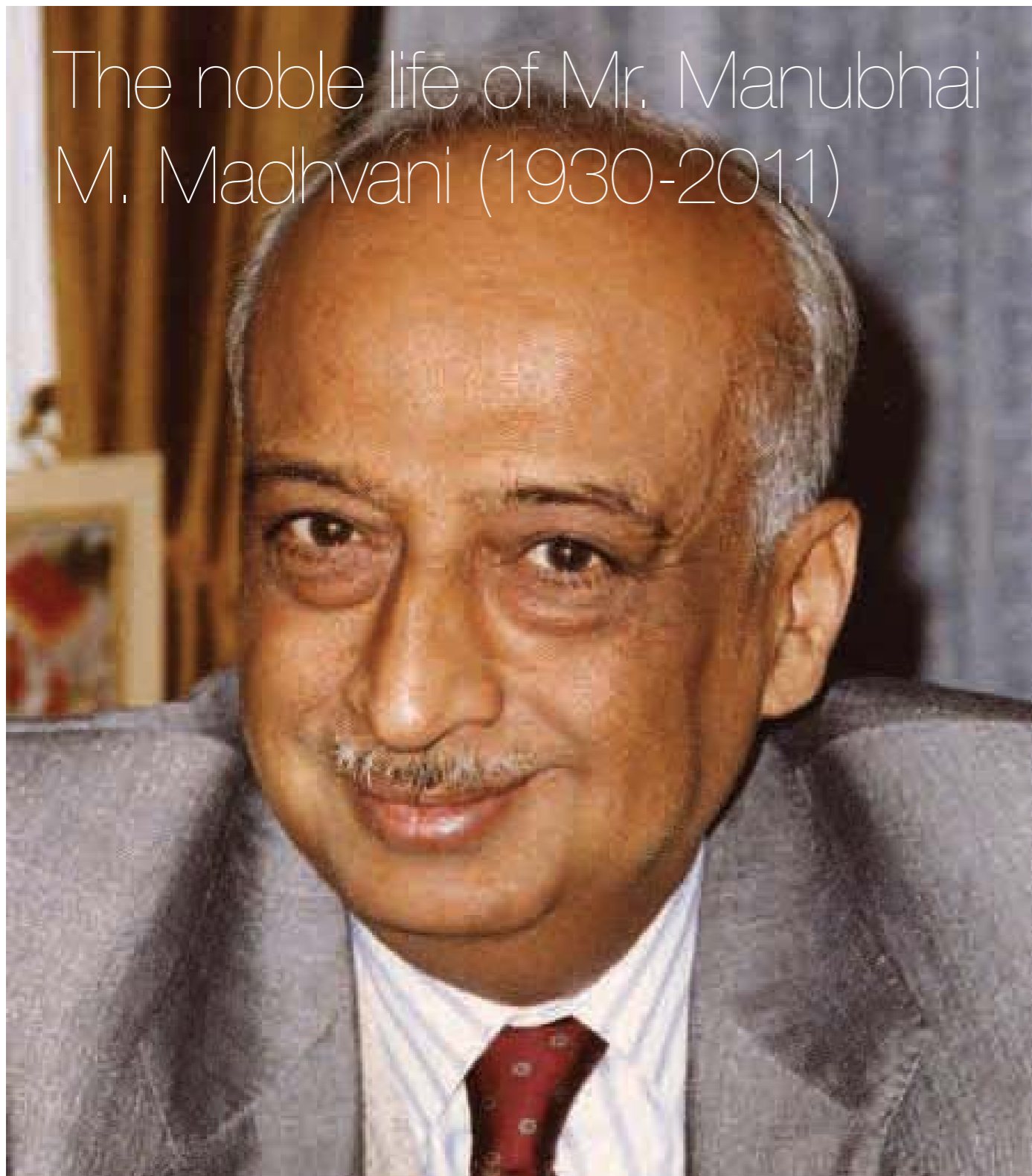


Trane Middle East & Africa Distributors Meeting- Prague.. "Stronger Together"

East African Distributors Limited is undergoing a sea change and adding new lines to its current basket of brands and is currently busy with the internal fit out of the new showroom at the Madhvani Business Park -5th street industrial area. Godrej & Boyce Mfg Co Ltd the owners of Godrej brand of security systems, ironmongery and safety systems visited EADL in May 2011 for appointment of EADL as its sole distributors in Uganda and currently the agreements are being finalized and they would be represented by EADL by the 3rd Quarter of 2011.

General Manager of EADL, Mr. Tharun Patnaik participated at the Trane Middle East & Africa Distributors Meeting held in April 2011 at Prague Czech Republic. "Trane has pledged its support to develop the territory of Uganda by providing specific training, participating in local seminars of the building Industry, develop a specific awareness campaign, organize plant visits for top Mechanical & Electrical consultants" said Tharun Patnaik. On a lighter note Prague –Czech Republic is a historical and cultural destination and must visit destinations.

The noble life of Mr. Manubhai M. Madhvani (1930-2011)



On 17th May 2011, the Madhvani Group and family lost its patriarch, a man universally admired and respected as an elder statesman, Mr. Manubhai Muljibhai Madhvani. The British Foreign Secretary and First Secretary of State, William Hague, once referred to him as the "fantastically successful industrialist". Mr. Manubhai Muljibhai Madhvani died in London at the age of 81 after a short illness.

He was a noble person who had the community's interest at heart. Like the great English poet, Rudyard Kipling said of great men, 'He walked with kings but never lost the common touch'. He was always available to help and guide. His mellowed wisdom was reflected in his sound advice to those who sought his assistance. Even after touching the pinnacle of success, prosperity and popularity, he felt that he still had an obligation towards society, particularly with

members of his own community. He often said that, "Man must have faith in religion and his community", "Simplicity and humanitarianism are the best watch words".

Family history

Manubhai M. Madhvani was born in Jinja, Uganda on 15th March 1930. The second son of Muljibhai Prabhudas Madhvani and Parvatiben. He was sent to India for his education at the age of ten. As a teenager, he was very much inspired by the teaching and philosophy of Mahatma Gandhi. In 1949, a few years after the war ended, Manubhai, now a young man of 19, returned to Uganda to join his father's business. His first assignment was to work in the plantation and that was followed by a period of training.



The Madhvani family during a memorial service for Mr. Muljibhai Madhvani

For Manubhai, being a Madhvani meant, above all, following his father's strong moral principles and learning from his brother Jayantbhai, who was a famously dynamic personality. From the early 1950's Manubhai worked at the side of their father, who was a pioneer of the development of Uganda. They also started industries in other East African countries and in India. In 1958, Muljibhai Madhvani died leaving the entire family business in the hands of Jayantbhai and Manubhai.

Following Jayantbhai's tragic and premature death in 1971, Manubhai took on the mantle of being the patriarch of the family. Although unexpected, it was a responsibility he took very seriously. Above all, Manubhai saw himself as the custodian of the family's essential values and a force for consensus.

Manubhai Arrested

In 1972, Idi Amin came to power. A few months later, Manubhai was arrested and imprisoned for three weeks in Makindye Military Prison. He was particularly confined to the Singapore Block, a poorly lit and reeking cell. The blood stains on the walls heightened his fears. Some of the cells in

this detention centre acted as death row points where those awaiting execution were held. This latter experience was to have a profoundly spiritual influence on Manubhai, on his attitude to life and his relationship with God. During his imprisonment, Manubhai organized prayer meetings with the other captives, reading from each other's sacred texts. In his own words: "By joining a prayer group, by reading the Gita, the Bible and the Koran, I regained my dignity. Having lost my identity in prison, I found it again in prayer".

On his release from prison, Manubhai left for the United Kingdom, joining 30,000 other exiled members of the Asian community, to rebuild their lives and livelihoods. Manubhai was always grateful for the British welcome during the 1972 expulsion. Britain has changed remarkably in the last 28 years since the days of the arrival of the British Asians from Uganda- politically, culturally and spiritually. Very few people have navigated a consistent course through the tumults. And one of those was Manubhai. Others were blown in surprising directions by the winds of change. Manubhai steered a steadier course, adapting to new times, guided throughout by his beliefs, the principles and his judgement.

Reclaiming family property

In 1985, the Uganda Government invited the Madhvani family back to Uganda to assist in rebuilding the country by rehabilitating all the interests of the Madhvani Group of Companies that had ground to a halt in 1972. It was the first time that The World Bank had been directly associated with family entrepreneurs from the private sector and the triangular partnership with the Government of Uganda has become a developmental show piece. In the rebirth of the enterprise, Manubhai called upon a close set of loyal business colleagues and advisers, many of whom had been involved with the group since the 1960s. He always said: "People are my true wealth".



Mr. Manubhai Madhvani always kept the family united



Mr Manubhai Madhvani and the other Madhvani family members together with visitors at Kakira Sugarcane Estate

Side by side with business was a true concern for Uganda and its people. Following in the footsteps of Muljibhai and Jayantbhai, Manubhai saw people- not just consumers; families-not just employees; fellow citizens- not just the vast mass of people struggling to make a living. He held a strong conviction, even a calling, to improve the condition of others. Indeed, President Museveni said in a public gathering in Uganda that Manubhai was “true son of Uganda” because he had genuinely done a lot for Uganda and cared for his fellow countrymen. In keeping his wishes, Manubhai’s ashes were returned to Uganda and immersed in the River Nile, next to the memorial of his father and elder brother on the shores of Lake Victoria.

Given his earlier experience in prison, Manubhai was always a spiritually inclined man and this tendency was enhanced by the great spiritual devotion of his first wife Jyotiben, who he married in 1952. She helped him to develop the humility and humanity that comes from doing one’s best and leaving the rest in the hands of God. She also taught him that it is better to give than to receive. Sadly, Jyotiben died in 1982 but mothered two sons, Kamlesh, born in 1954 and Shrai in 1968, who have since joined the younger generation of Madhvanis in sustaining the family business.

In 1994, Manubhai organised “Sambhav - Festival of Spiritual Unity” which was sponsored by the Madhvani family. Religious leaders representing all the major religions were invited to share the same platform. For ten days, an average gathering of 15,000 people per day witnessed a unique event: all the spiritual leaders expressing the same message of humility, brotherly love, and charity in deeds.

Manubhai never lost the opportunity to encourage the youth of the community to get involved and contribute their time and ability to the social life of the country, whether it

be in politics, arts, culture, philanthropy or public service. He truly believed we must give back to the country we live in and have adopted. We are privileged to have the example of Manubhai with us and we can, without hesitation, present his life values to the younger generations as a role model for an integrated life dedicated to family, work and productive service to society.

Manubhai married Shardaben in 1995, but she has been his soulmate for over 25 years following the death of Jyotiben. In his words, Manubhai says: “I was lucky to find Sharda”. They have enjoyed a genuine and close companionship. They were always together and so, for Shardaben especially, Manubhai’s loss will be impossible to fill.

In 2008, Mr. Manubhai M. Madhvani published the Tide of Fortune – A Family Tale about the origins of the Madhvani business conglomerate, his imprisonment under the dictator Idi Amin and his own business ventures and challenges.

His life, principals and contributions will live immortally amongst us. The Madhvani family has been left with tremendous legacy and reputation to build upon and the community has a great role model to emulate. Whether a family member, friend, business associate, employee, acquaintance or well-wisher, we are all fortunate to have come into contact with a gentle, kind, humble, sincere and generous individual like Manubhai M. Madhvani. He is truly one of a kind.

May God bless his soul with peace and harmony.

One on one interview with Mr. Richard Orr

On 30th June 2011, Mr. Richard Orr, who has been the General Manager for Kakira Sugar Limited for almost twelve years, retired from the company due to health problems. Richard was extremely hardworking and very keen on detail. Kakira will miss such a dynamic and enthusiastic administrator!

Below is a one on one interview conducted recently with Mr. Richard Orr.

Q What plans did you have for Kakira Sugar Limited when you joined in 1999? Have you achieved them?

That is a searching question. In 1999 I was 51 years of age and had been working for a British based corporate company for 25 years all over the world. I then felt I needed a change and jumped at the opportunity of coming to live and work in Uganda. It was a huge change for me and I was so excited with the prospect of working with the JMD’s to help them implement the growth plans that was their vision at this truly dynamic organization. Have we achieved those plans? Yes I can say with great satisfaction that most of the expansion plans have been realized. These have been achieved not because of any one person but only because of coordinated team work.

Q What challenges have you faced, managing such a big company?

There is not one thing that I can put my finger on and say that was a huge challenge because there has been a tremendous amount of team work from all my colleagues and friends here at Kakira Sugar. It has been a stimulating time and there has also been responsible and cooperate relationship between KSL and both the NUPAW (U) leadership representing the workers and BSGA representing the small farmers. We have not always agreed on every point there have been areas of divergence but there has always been mutual respect recognizing that we need to continue a dialogue to search for a working solution to any problem that has arisen along the way. One partner cannot perform without the other.



Q What would you do differently if you were just assuming this position all over again?

That is a difficult question to answer but apart from concentrating on the business itself, looking back the one thing that I would like to do better is to encourage the small farmers, our main supplier of our raw material to be more productive. All too often the BSGA concentrates on talking about cane price but in reality they should be talking about cane yield and cane quality. This can be achieved by modernizing their farming and diversifying their own business. Cane yield and quality can be greatly improved by the use of fertilizers and block farming. Their revenue streams can also be improved by adding different products to their farming system. For example the sugar cane tops can be chopped up and fed to cattle. The area around Kakira could easily produce beef and milk by stall feeding cattle. The NGO called KORD that KSL and BSGA jointly formed could do more to encourage diversification. Another revenue stream being the growing of intercrops between the rows of sugar cane during the early growth period of the sugar cane.

Q Was it only your health that prompted your decision to leave? If your health was okay, would you continue working for Kakira?

My health has certainly been the major influence in deciding to retire. And I am not getting any younger. I have reached the age of 63 years. The other worry my wife and I have is the health of our mothers. Clare's mother is 91 and my mother is 86. They now need more and more support. Other than those reasons I would love to stay here and work at Kakira. The one thing that I can say with enthusiasm is that I have really enjoyed working here in Uganda during almost 12 years.

Q What will you miss most about Kakira Sugar Limited?

We will miss many things when we leave Kakira and Uganda. The friendship, the weather, the stimulation of working for a very large and successful organization and not to forget Lake Victoria. Many of you will know Max Polzin our late Works Manager and I used to sail virtually every weekend on the lake. That was always a special time on a Saturday afternoon for me. Then after our race we would sit down by the edge of the lake and enjoy a sundowner or two and have lively discussions setting the problems of the world right.

Q What is your vision for Kakira?

My vision for Kakira is the same vision as we have all agreed for the ISO 9000 certificate we were awarded last year, and that is: "To excel in our principal activities of producing sugar, power and down-stream products and to maintain our position as a leading sugar producer in Uganda". I should add that we need to diversify into producing ethanol and become a lower cost producer of sugar. To secure our future we must compete in the world market when there is

a level playing field. The watch words must be improved productivity, better efficiency and significantly lower the cost of our operations.

Q What will you focus on when you return to England?

To start with we will try and settle back into the English way of life. That is not going to be easy because for one thing the weather there is rather more extreme than it is here. During the winter the day light hours are short and the weather very cold and often wet. I might curl up like a hedgehog and hibernate for winter!!

Q What lessons have you learnt from working with the Madhvanis?

Working for what is essentially a family business has taught me many things, but most of all it has taught me to value relationships and to listen to advice. None of us can achieve our goals without first having a plan but then it takes team work to achieve results and reach our goals. The JMD's have all lived by the motto that people are the greatest asset. And a large diverse organization like Kakira Sugar Limited is only as good as the people who work for it.

Q What advice do you have for the next General Manager?

My first piece of advice is for him, who ever he is, is to enjoy his work and enjoy the multi cultural organization here at Kakira. The second piece of advice I will suggest is for him to keep in focus all aspects of the environment in the widest sense of the word, for the benefit of all stakeholders. And thirdly focus on becoming a low cost producer of sugar.

Q Any last words for Kakira staff?

It will be impossible for me to leave with out saying goodbye to all my friends and colleagues but I know I may miss saying a personal goodbye to each and every one of you. And in that case I wish you and your family all the very best for the future. Kakira Sugar Limited is one large family and I hope that you all find some satisfaction and enjoyment from the contribution you make towards the success of the company. Please try and instill in all workers a loyalty towards the company that brings rewards to all for the future. Please respect and value your employment and take care of your family as there is a tendency to overlook how valuable employment really is especially during this time of global economic hardship. A bird in the hand is worth two in the bush! Please keep that in mind.

Madhvani family receives an Award during Mwiri's 100 Year celebrations

On 24th September 2011, Busoga College Mwiri celebrated 100 years of existence, from 1911 to 2011. The function attracted several dignitaries and old boys including former ministers Wanume Kibedi and Henry Kyemba as well as former Chief Justice Samuel Waako Wambuzi and Prof. Asavia Wandira. Present also were Speaker of Parliament, Rebecca Kadaga, Lands Minister, Daudi Migereko and ICT Minister, Ruhakana Rugunda.

The Madhvani family was represented by Joint Managing Directors, Mr. Mayur Madhvani and Mr. Kamlesh Madhvani.

In 1959 the Madhvani family constructed Muljibhai Madhvani Library for Busoga College Mwiri. In appreciation of their dedication and service to the school and the nation, the Madhvanis were given the Mpala Platinum Award.

1- Mr. Mayur Madhvani and Mr. Kamlesh Madhvani greet former Chief Justice Samuel Waako Wambuzi

2- Mr. Kamlesh Madhvani and Mr. Mayur Madhvani greet Mrs. Miria Obote at the ceremony

3- Speaker of Parliament, Ms. Rebecca Kadaga hands over the Mpala Platinum Award to Mr. Mayur Madhvani and Mr. Kamlesh Madhvani

4- The Joint Managing Directors showing off their Award in a group photograph together with Mr. Henry Kyemba (Left) and Mr. Mugweri (Right) from Kakira Town Council

5- Mr. Pratap Madhvani (Left) at Mwiri library opening in 1959



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News From Marasa Africa

Kenyan Properties

Marasa Africa, the Madhvani Group offspring owning and operating the Kenyan properties The Ark, The Aberdare Country Club and Mara Leisure Camp, will invest at least 5 million US Dollars in refurbishments and modernization. Work at The Ark, one of the 'tree hotels' in the Aberdare National Park, is due to commence shortly, giving 'themes' to each of the three floors as well as the public areas like the lounges, bars and the restaurant. The 'communal' washrooms and showers will be expanded and seating added on the game viewing platform to provide greater comfort for guests wanting to sit down and watch the game come to the salt lick and watering hole below.

The overall 'rustic' look however will be maintained as it has become a hallmark much appreciated by visitors to The Ark over the decades. At The Aberdare Country Club all the rooms will see an 'overhaul' while a new reception area and bar will be created. The health club, pool and the surrounding area too will be remodeled to reflect today's expectations of a discerning clientele. A secluded 'dine under the stars' area will also be set up where guests can celebrate that special occasion in complete privacy. Most important thought, the 'feel' of the colonial time 'mansion' will be retained if not enhanced by the planned changes and innovations. Work at The Aberdare Country Club is due to commence within weeks it is understood and should be completed by February 2012 or not long thereafter.

The presently third property owned and managed by Marasa Africa the Mara Leisure Camp, is also due for some major work, including a rebuilding of the foot bridge across the Talek river, but of course also including the tents, cottages and public areas. Marasa has also recently introduced new printed material for their Ugandan and Kenyan properties but a completely new range of brochures will be available once the renovations and refurbishments are completed in early 2012.

Ugandan Properties

Mweya Safari Lodge

Four new tents have been built at Mweya Safari Lodge. We use the term "tents" although, of course, these are luxurious tents with en-suite bathrooms! All tents have ceiling fans, showers, dressing tables, work desks, and wonderful deck terraces, with lounge chairs, to marvel at the stunning views of the Kazinga channel in front of you! Cruise the Kazinga Channel and view the immense concentration of



Buffaloes by the Nile at Paraa Safari Lodge

hippos at close range, spot over 100 species of water birds, marvel at the majestic elephants in their natural habitat and the notorious Nile crocodiles sunbathing on the channel bank.

The Sunbird seats ten passengers in comfort, or for the ultimate in luxury enjoy refreshments and canapés aboard the Kingfisher, which seats twelve. Both launches have experienced guides and crew, with all the necessary safety equipment.

Book your water safari today, they are proving to be very popular!

If you were to find yourself being chased by a lion you might try and climb a tree to escape - but this would not be much help in the Queen Elizabeth National Park in Uganda. Lions have been spotted sleeping in trees as they digest their lunch and escape the hottest part of the day. This unique phenomenon was showcased by the BBC on their Fast Track program, in which they feature Mweya Safari Lodge.

Paraa Safari Lodge

Paraa Safari Lodge supports the local communities in numerous ways and these include buying local produce so that our guests enjoy freshest of Ugandan fruits and vegetables. Among our current local supply of fruits and vegetables is Mrs. Kasoro Cosmas. Shown here on the left is the General Manager, Crispus Mwamidi with Mrs. Kasoro when she had come to supply watermelons & pumpkins on one of her regular visits which results in making Mrs. Kasoro's lifestyle that bit more comfortable.

2011 has seen a dramatic increase in wildlife. The lodge is tracking some newly born lion cubs (born in January 2011) to track their progress as they grow. Monitoring wildlife, such as in this example is key for a stake holder such as the lodge. It helps identify and prevent poaching and could help increase the life span of wildlife population

Chobe Safari Lodge

Chobe Safari Lodge was opened at the beginning of the year, January 2011. Since the lodge was opened, we have been able to view wildlife in parts of the National Park that no one had explored for many years. With this was the discovery of a natural salt lick very close to the lodge, found by our General manager, Richard Hodgson, which was teeming



Mara Leisure Camp Bedroom



Chobe Safari Lodge Terrace

with elephant, giraffe, buffalo and hippo. Not far from the salt lick, and indeed not far from the lodge itself, is Karuma Falls. Here, the River Nile cascades through a natural rock formation. Visiting Karuma falls is a great additional activity to include when visiting Chobe! All the rooms at Chobe have stunning views of the River Nile from their balconies, whether in a tent, or a standard room. Enjoy watching the natural sun-light glisten and reflect off the shimmering waters of the river below... or even spot elephants, an increasing number of which have been spotted bathing in the river close to the lodge. Taking a nature walk around the lodge property is a great way to view this spectacle!

Marasa Africa's Community Development Projects

Marasa Africa has a strong bond, at each of our properties, with the local communities. We are committed to making a sustainable difference to the local communities and to protect the environment and wildlife in the national park. Towards this end, we have identified several projects which, at the request of many of our guests who have expressed an interest towards such initiatives, we are grateful to facilitate. One such scheme that Marasa Africa has decided to affiliate itself with is called Pack For a Purpose (www.packforapurpose.org). The idea behind this that people who are fortunate enough to travel to other countries should be able to make meaningful contributions to help meet the needs of the places and communities they visit. By encouraging our guests to pack with them anything from pencils to bandages and exercise books, Marasa Africa can insure that the communities in and around its properties can benefit directly. Details of the selected schools in close proximity to each of our properties which stand to benefit from the Pack for a Purpose scheme will soon be on our websites and on our facebook pages.

Chobe Safari Lodge Chef at breakfast



Daniel Ssali makes a call as his newly acquired lorry is being loaded

Journey of Daniel Ssali, a sugar cane grower

As he grew up in the rural settings of Jinja district, Daniel Ssali almost lost hope of achieving a bright future. His parents were so poor that he had to start working for his school fees as early as in P.4. All they could afford was to allocate him a piece of land where he grew beans and maize that he harvested and sold to earn money for settling the school dues. Thank God he knew the rewards of education and so he reserved no efforts in tilling his garden. When he got to P.7, he ventured into the coffee trade to try to increase his returns. This was in anticipation of the high costs that would come with his advancement to secondary level. It however got unbearable when he reached Senior Two. The study costs were too high and he involuntarily gave up the fight.

With the unending needs in life, Ssali remained cultivating vegetables like cabbages and tomatoes, which he transported and sold in Jinja Central Market. His turning point was not to arrive until 2001 when he moved into sugar cane growing. He confesses: "I didn't realize it would turn my life around since I was to depend on about an acre of land that my father allocated me." He supplied his cane to Kakira Sugar Limited. The venture earned him about UGX 1.5million each season and given the prospects, he hired extra land from other colleagues to expand his fields. Today he owns about 10acres of plantation.

Last year, Ssali got the shock of his life when Kakira paid him arrears amounting to UGX 24 million in addition to money he had already received for the 1,500tonnes he supplied. "I was very excited. I didn't expect to get such big amounts of money. I thought the company would pay us arrears of shs 5,000 per tonne and therefore my estimate was of about UGX 7.5 million. But I was shocked to learn they were paying us UGX 16, 000 per tonne," Ssali said.

He revealed that he used UGX 17million to purchase a Tata lorry to ease transportation of his harvest to the factory and also generate him extra income when it is hired by other farmers. "Lack of transport causes us losses. When the cane is cut and left in the field for long they lose weight and it compromises on the quality," he noted. "With my own truck, I am able to cut and deliver my canes instantly and therefore

maximize my earnings". He said that what remained of the ugx24million went towards completing the three-bed-roomed house he has been constructing since 2001 when he started realizing profits from the cane business. He is already planning to buy a tipper lorry next year so that he cashes in on the booming construction industry in the district. He says this is a life he and his wife plus five children never envisaged ten years back until he got into growing cane for Kakira Sugar Limited. Ssali is just one of the hundreds or thousands of farmers whose quality of life have been improved just by growing cane for Kakira.

News in pictures

1. Madhvani Group Directors in a group photograph with Marketing Executives from USA at Kakira Sugar Limited on 24th March 2011. From left to right, front row: Ms. Jane Behrend Stabenau, Mr. Mayur Madhvani, Ms. Virginia Haynes Montgomery, Ms. Kiki Paris Ross, Mr. Jeremy Otter. Last row, from left to right: Mr. Mani Khan, Mr. Pratap Madhvani, Mr. Roni Madhvani

2. Stanbic Bank executives from South Africa during their visit to Kakira Sugar Limited. As seen in the picture, the team comprises of Mr. Ben Kruger, Deputy Chief Executive, Stanbic Bank Group, Mr. Arnold Gain, Group Chief Credit Officer, Standard Bank Group, Mr. Philip Odera, Managing Director, Stanbic Bank Uganda, Ms. Carolyn Kirksmith, Business Development Manager. They were hosted by Kakira top staff including Joint Managing Directors, Mr. Mayur Madhvani and Mr. Pratap Madhvani

3. Kakira hosted team members from British Airways Cricket Club on 19th January 2011, seen here with Joint Managing Director, Mr. Kamlesh Madhvani and staff

4. Dr. Ian Clarke and family in a group photograph with Mr. Nikesh Madhvani and Mr. Pratap Madhvani and some Kakira officials during his familiarization excursion to Kakira Sugar Limited

5. Hon. Janet Museveni, hands Mr. Henry Kyemba, the Madhvani Foundation chairman, the Patrice Lumumba Award in recognition of the foundation's efforts towards supporting the education sector in Uganda including the Makerere Law Society. Looking on is Justice David Kiryabwire, Patron of the Makerere Law Society

6. Kakira Sugar Limited General Manager and PRO hand over a cheque of UGX 10 million and other items including Christmas gifts to children at SOS village in Entebbe as part of the Madhvani Group Corporate Social Responsibility

7. A team from Standard Chartered Bank led by Mr. Simon Harris (6th from left), Regional Credit Officer, Africa, in a group photograph with Kakira Sugar Limited staff on 14th June 2011 during their visit to the Kakira estate. They were hosted by Joint Managing Director, Mr. Kamlesh Madhvani and Mr. Farhan Nakhooa. At the centre is Ms. Shifa Madhvani

8. General Manager, Kakira Sugar, Mr. Richard Orr and Executive Director, Mr. Mwine Jim Kabeho representing the Madhvani Group at the 39th Council Session of the International Sugar Organization in Arusha, the first ISO council meeting in East Africa



Kakira embarks on huge factory expansion

Kakira Sugar Limited has embarked on expansion plans. The company has adequate potential to expand total cane crushing to 2 million tonnes per year (2,000,000 TCY) by the year 2012, i.e. capacity to crush 7,500 tonnes of cane per day (TCD)

Following the completion of a \$100 million expansion program, sugar production is envisaged to increase from 158,000 to 180,000 tonnes per year by the year 2013. Modification and expansion of the milling and process infrastructure will be done in order to cope with the increased sugarcane, juice, syrup and sugar. A new weighbridge of capacity 80t will be installed. Molasses, a by-product of sugar will increase to 74,000 tonnes per year.

Considering the need to increase the renewable energy supply whilst conserving fossil fuels and reducing carbon emissions, the Madhvani Group has decided to expand its electricity co-generation capacity.

The Kakira co-generation expansion envisages installing a new 160 TPH 67 bar boiler, a new 30 MW double-extraction-condensing turbo-alternator, a new switch-yard for power distribution, an additional new 14 km distribution line for grid supply at 33 KV. The large new boiler will effectively replace the five 20 bar boilers (which will be decommissioned). Hence the bagasse burning efficiency will improve to generate steam at a pressure that is more than 3 times higher, thereby increasing its electricity generation potential. All of the new equipment will be procured shortly and the expanded co-generation project is expected to be commissioned by July 2012, after which Kakira will supply around 32 MW electricity to the grid for 24h/d for at least 305 days each year.

Kakira Sugar Limited started the preparation of the Business Plan for the ethanol project. This involves setting up a distillery at Kakira that can produce about 60,000 litres of ethanol per day, (18 million litres of ethanol annually) from 74,000 tons of molasses. This would be blended with petrol by the oil companies prior to selling the same to the motorists. Uganda currently consumes approximately 250 million litres of petrol. Therefore, KSL's ethanol production can blend up to 7.2% of the petrol consumed in the country.

Currently there are over 8,000 registered farmers, who are supplying over 1,000,000 tons of cane per year to Kakira, which is 70% of Kakira's cane consumption. This will steadily continue to grow during Kakira's Expansion Programme to over 1.7 million tons of cane per year as an exciting new initiative. This growth will be achieved by increasing the area under cane and productivity of the existing outgrowers as well as registering new farmers without compromising food security.



Mr. Muloopa Ausi receives a bicycle for being the best performer

Makepasi achieves highest targets, hands out gifts to employees

Makepasi Match Ltd made a record daily production of 1150 cartons of match boxes (1,150,000 individual matchboxes) on 31st March 2011. In recognition of this, the company distributed valuable gifts to the best performers of the year 2010 to 2011. These included Makepasi employees, contractor workers and supervisors.

The best performers were selected based on their output, quality, attendance and behaviour by a panel comprising a cross section of the Management and Supervisors at the factory.

The best performer among the employees was Mr. Muloopa Ausi (Frame filling) who received a bicycle. The other gifts included blankets, wall clocks, bed sheets, lanterns, and shirts to mention but a few. The General Manager and other Management staff including the plant manager, engineer and the personnel officer gave out the prizes on 26th April 2011.

The process of evaluating the ongoing performance of employees at Makepasi is done on a continuous basis and will result in further handouts of prizes in future to outstanding employees.



Andrew Lubaale welcomes Mbale Mayor, His Worship Mutwalibi M

Madhvani Group participates in the 7th Eastern Regional Trade Fair

In an effort to help industries penetrate rural markets, the Uganda Manufacturers Association (UMA) organizes regional trade fairs aimed at reducing the gap between manufacturers and consumers.

The seventh Eastern regional trade fair that began on May 31 ended on June 6 2011 at the Mbale Municipal Stadium with over 250 exhibitors participating, 23 of which were from Kenya, 12 from Tanzania, two from Zimbabwe and one company from Egypt.

The Madhvani Group of Companies is a prominent member of the Uganda Manufacturers Association and always participates in nearly all of the regional trade fairs. The Group's participation in the Eastern Regional Trade Fair in Mbale was very worthwhile. Majority of the Madhvani Group companies took part and showcased their products, which attracted several show goers.

The Group was privileged to be visited by Mr. Sebaggala Kigozi, the Executive Director UMA. He commended the Madhvani Group for continued participation in the Eastern Regional Trade Fair. According to him, the 7th trade fair was aimed at opening new markets for industries in Eastern Uganda, Western Kenya as well as Northern Uganda and parts of Southern Sudan. "Our main intention of organizing these regional trade fairs in addition to the International trade fair that we hold annually in Kampala is to improve outreach of locally manufactured products," said Sebaggala.

A Day's experience at Mweya

Travel is said to broaden horizons. However finding unspoilt locations which are still exclusive is becoming harder and harder. In Eastern Africa, Mweya Safari Lodge is one of the few remaining places where a truly individual experience is guaranteed.

A day at Mweya begins with an early morning game drive into the wilds of Queen Elizabeth National Park which is globally famous for its diverse bird species and game, as well as other flora and fauna. Return in time for a sumptuous breakfast. One can also go for a chimp trekking safari at Kyambura Gorge, when tea and coffee plus muffins will be served before departing with a refreshing packed breakfast provided. Return to the Lodge in time for lunch. Then river boat cruise in the late afternoon. This is an exploration of the Kazinga Channel with its abundant hippos, crocodiles and buffaloes. It is also a haven for bird enthusiasts. Return to the Lodge in time for dinner under the stars.



Or you are spoilt with a choice of unwinding at the extensive health club or simply enjoying a refreshing cocktail by the pool with its unparalleled view of Lake Edward and the Kazinga Channel stretching into the horizon.

Because of the park's location and the large body of water, the area is teeming with wild life throughout the day. It is not uncommon to see a leopard as soon as one enters the park. The abundance of bird life such as the fish eagle, pelicans, cormorants, kingfisher and swamp flycatcher to mention a few is an ornithologist's paradise. One can discover a vast array of game that includes lion, leopard, elephant, buffalo, crocodiles, hippos, bush buck, hyena, monkeys and baboons.

Comment from one of the guests at Mweya Lodge
"AMAZING experience...Breath-taking views, just fabulous.."

We stayed at Mweya Safari Lodge for two nights, this place is just amazing!! The views from the lodge are fantastic. The staff was so helpful and really went out of their way to assist where necessary. Both day and night staff were always smiling! Food was lovely. The rooms were spacious and cleaned daily.

The game drives were brilliant, we were lucky enough to see a family of lions. At one point our car was two metres away from a father lion! Crazily amazing!! I would definitely recommend this lodge and look forward to returning in future!

Thanks to all.



NSSF Managing Director visits Kakira

On 13th July 2011, Mr. Richard Byarugaba, the Managing Director for National Social Security Fund (NSSF) together with his team visited Kakira Sugar Limited on a familiarization tour. Mr. Farhan Nakhooda, Project's Director, together with Kakira staff hosted and guided the guests around the company premises.

- 1- NSSF Managing Director, Mr. Richard Byarugaba and K.S.W. (MD.) Mr. Kamlesh Madhvani
- 2- Mr. Richard Byarugaba (Left) observes the sugarcane crushing
- 3- Joseph Lukyamuzi explains to the guests the co-generation process
- 4- Mr. Byarugaba tours the co-generation project. He is guided
- 5- Mr. Ramnath (Left) welcomes the guests to the Foundry section
- 6- Mr. Kenneth Omoding briefing the guests about the Outgrowers
- 7- Mr. Byarugaba signing in the visitor's book



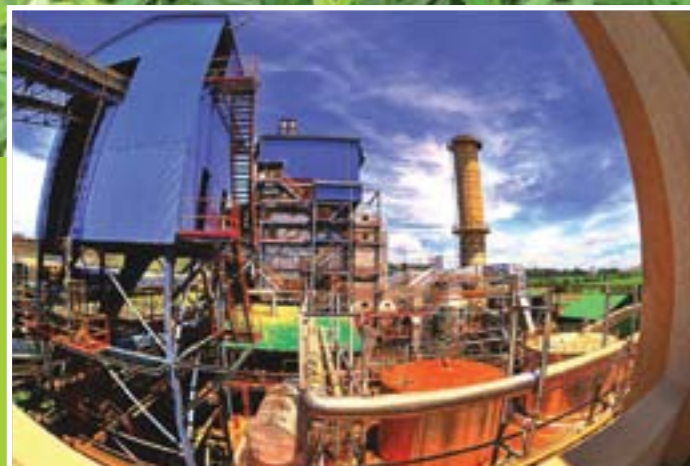
A traveller's view of Paraa Safari Lodge

The Paraa Safari Lodge is a lovely place to unwind when travelling in Uganda. Located on the north bank of the Nile within Murchison Falls National Park, the Lodge is reached by a 5 minute ferry crossing from the south bank. Upon arrival, visitors are offered cold towels and fruit juice to refresh themselves. The rooms are very clean and really nicely furnished. When booking, try to request a room just across from the swimming pool which is very handy! Long hours spent in the pool, sipping cocktails from the pool bar, listening to the grunting of hippos in the Nile and watching the sun set over the river is just bliss!

Food served is generally a varied buffet which is quite good and caters to all tastes. The two main activities here are taking a boat ride up to Murchison Falls (approximately 3 hours) cruising along spotting dozens of hippos and wildlife along the banks, including massive crocodiles lazing in the sun!

Perhaps the most memorable experience is a game drive through the National Park. We booked the drive through the Paraa Safari Lodge and had game ranger Chris on our tour. He was extremely knowledgeable and so intent on spotting hidden animals for us, that we were extremely fortunate in gaining a rare sighting of a leopard because of his keen eyes and persistence. It was certainly a lucky day because we also saw lions! Within the park, you'll see lots of giraffes, buffaloes, elephants, Hartebeest, Kob and many varieties of birds. It was a very relaxing and incredible couple of days spent at the Lodge. When visiting Uganda, Paraa should definitely be a stop on the itinerary.





Top - Sunn Hemp crop, grown to fix Nitrogen in the soil.
 Left - Clean emissions from new boiler stack.
 Right -Trees planted on the estate along roads)

Kakira Sugar Limited

“We do care about the environment”

Kakira Sugar Limited is the number one sugar producer in Uganda producing 160,000 tonnes of plantation mill white cane sugar annually while also caring for the environment.

We have installed new high pressure boilers equipped with wet scrubbers to prevent air pollution. We make use of our sugarcane residue byproduct by burning it in the boiler furnaces to generate electricity for internal use and the rest, approximately 14MW is exported to the national grid. This has alleviated the environmental problem of open-field burning of sugarcane residue and the exported power augments national power supply. This has contributed to a reduction in peak-hour power generation from petro-carbon fossil based fuels and a saving on tree cutting for charcoal burning/firewood fuel.

We plant trees on the estate along roads and in areas which are not suitable for sugarcane growing. In our sugarcane

fields, we grow Sunn-hemp crop [crotalaria juncia] which fixes nitrogen in the soil and decomposes rapidly forming humus thus reducing commercial fertilizer use.

We are an ISO 9001 [Quality Management System] certified company and now undergoing ISO 14001 [Environmental Management System].

In addition, our affiliate NGO (KORD) implements projects that address environmental issues in the sugar cane growing zones. The projects implemented are: waste management project, tree planting, improved institutional and household energy saving cook stoves and support to women groups engaged in food production using organic farming technologies. So we are helping farmers to improve their lives while we are helping to improve the environment.



The recently completed project at Nile Breweries Limited

Goals and Achievements of Excel Construction Ltd

Excel Construction Limited over the last year has undergone training and audit for the implementation of ISO 9001: 2008 Quality Management Systems in the construction industry. The company underwent the final audit in March 2011 and was subsequently awarded the certificate.

Twenty members of the company's projects staff also underwent training through the engagement of services from a UK based Consultant in "Managing Safely in Construction", a five day course that is fully recognized by the Institution of Occupational Safety and Health U.K. These are part of a number of initiatives that the Management of the company is undertaking to meet the growing demands of the construction industry both in Uganda and the region.

In March 2011, Excel Construction Limited's services were employed in the form of a sub contract, by the Zenitaka Corporation of Japan on a USD 4.8M project for the civil portion of the construction of two hospitals in Masaka and Mubende, a 12 month contract funded by the Japanese Government.

Excel Construction Limited has also been prequalified and accepted as Contractors to carry out Civil works for Tullow Oil Pty Limited to the tune of USD 2M. The company also expects to be actively involved in the laying of oil and gas pipelines, building of pump stations etc.

The company has bid for the "Kasemene Development Project", a USD 30M project for which Wood Group E&PF Management Inc. are the main contractors.

In addition, Excel has projects in the pipeline with the Ministry of Education & Sports, the Ministry of Health and Uganda National Roads Authority.

Excel Construction Limited has set its target to exceed its turn-over from last year (from approximately USD 19.8 M) to at least USD 30M in 2011.

The Company's performance can be gauged by its ability to carry out works of extremely complex nature e.g. The construction of the Uganda Malting Plant and Effluent Treatment Plant at Nile Breweries Limited and delivering the project on time, thereby giving the Client more than just value for money.

It is this dedication and effort from both the Management and the Projects staff of the company, that distinctly make Excel Construction Limited one of the leaders in the Construction Industry in Uganda and the region.

Text To Change and Kakira Sugar Ltd Start sms For Health Program



Kakira employees entertain visitors during the launch of Tex

Text to Change (TTC) is one of the pioneers in offering SMS-for-health programs in the private sector. In 2009, TTC ran a pilot exchange with HIPS (Health Initiatives for the Private Sector), a USAID funded program, to carry out several SMS based workplace programs in Uganda. During May 2011, TTC implemented the second part of the program (following the successful pilot), working with Kakira Sugar Limited.

The program's purpose is to improve Kakira's internal communication, increase access to health information and services amongst employees and their families. The program will target 3,000 employees of Kakira Sugar and the 7,500 farmers that supply cane to the company. The program conducts awareness campaigns in areas of Family Planning, Medical Male Circumcision, HIV/AIDS, Sexually Transmitted Infections, Multiple Sexual Partnerships and Malaria. The program that started only in May already has overwhelming results. At the launch, at least 200 people responded to HIV testing and over a

100 people sought other health services following the initial awareness campaign.

Mr. Richard Orr, General Manager of Kakira Sugar Limited stated, "The management at Kakira Sugar understands the continuing need to spread the message to all workers and out-grower farmers of protecting yourself against HIV/AIDS and of practicing safe sex if you are HIV positive. The opportunity for us to use technology to get this and other messages across to our workforce is another string to our bow in helping to keep our employees and suppliers fit and healthy and is something we at Kakira Sugar are excited to utilize. Text to Change is spreading good advice, quickly, accurately and engaging the people who are important to us. They also get an opportunity to win prizes when they respond to the health questions."

Madhvani Foundation launches the largest ever scholarship programme

The Madhvani Foundation, Uganda's single biggest private education donor has set aside over Shs550 million to be used for University scholarships for students in the 2011/2012 university academic year. The amount which is the largest ever donated by the trust will be used to pay the tuition fees of brilliant yet underprivileged Ugandan students pursuing undergraduate and postgraduate studies in Ugandan universities.

Making the announcement at a press conference on 28th April 2011, the Chairman of the Scholarships committee, Henry Kyemba said, "The Foundation is honoured to once again make available an increased contribution towards Uganda's development, last year we contributed just under Shs 540 million which was able to cater for 149 students, this year we have crossed the Shs 550 million mark for the first time".

He continued "Our mission remains true to the one that was envisaged by the founder of the Madhvani group, Muljibhai Madhvani, who firmly believed that in order for Uganda to develop, there was need for investment in scientific and technical education for its peoples. Today I am proud to say his dream lives on in the form of this very generous donation".

Commenting on the number of applicants over previous years, Mr. Kyemba said. "Every year the quality and quantity of applicants to the programme appears to improve which is encouraging, this and other factors has allowed us to dedicate an increasing amount of funds each year which has meant that more brilliant yet underprivileged students have been given a chance to realize their full potential".

Speaking at the same function, Susan Nabukeera, a former beneficiary and now a Business Development Officer with Uganda Air Cargo said, "The Foundation was the driving force behind my success, I am here today because they made it possible for me to achieve what I knew I was capable of. The fact that my tuition fees were assured enabled me to allocate ample time to my studies which is why I was able to excel in my course".

In conclusion Mr. Kyemba reminded potential applicants for undergraduate courses that the scholarships would only be available to students who have finished their first year of study and have a Cumulative Grade Point Average of 2.2 with no retakes done in the first year.

Application forms for the Scholarships can be downloaded for free from the foundation website at www.madhvanifoundation.com or bought for Shs2,000 from The Muljibhai Madhvani Building at plot 20/2 Jinja road, Kampala.



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