

Madhvani

Group Magazine

Volume 23 No 2 | September 2015

**Understanding zoning in the
Sugar industry**

**Madhvani Foundation increases
Scholarship funding**

**Kakira scoops top spot at Jinja
Agricultural show**

Madhvani

GROUP COMPANY LISTING

AGRO INDUSTRY

Kakira Sugar Ltd.
P.O Box 121, Jinja, Uganda
Tel. 041 444000
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
Mobile: +256 75 279 9988
E-mail: gm.tea@madhvanitea.co.ug
tea@madhvanitea.co.ug

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@EAPS.com

SARAYA East Africa
P.O. Box 23740, Kampala, Uganda
Tel: 0312 727292
Email: info@saraya-eastafrika.com
Website: www.saraya-eastafrika.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

Mweya Safari Lodge
P O Box 22827, Kampala Uganda
Tel: 031 2260260/1
Fax: +256 031 2260262
Lodge Tel. No. 041 4340054
Lodge Fax No. 041 4340056
E-mail: mweyaparaa@africaonline.co.ug
Website: www.marasa.net

Paraa Safari Lodge
P O Box 22827, Kampala Uganda
Tel: 031 2260260/1
Fax: +256 031 2260262
Lodge Tel. No. 077 2788880
Lodge Fax No. 039 2280588
E-mail: mweyaparaa@africaonline.co.ug
Website: www.marasa.net

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

Silverback Lodge
P O Box 22827, Kampala Uganda
Tel: 031 2260260/1
Fax: +256 031 2260262
E-mail: mweyaparaa@africaonline.co.ug
Website: www.marasa.net

Premier Safaris Ltd.(Ground handling and Air charter services)
P O Box 22827 Kampala Uganda
Tel. : +256 31 2260260/1
Fax : +256 31 2260262
E-mail: info@premiersafaris.com
Website: www.premiersafaris.com

KENYA

Marasa Africa
Kenya Reservations Office
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
Email:kenyasales@Marasa.Net
Website: www.marasa.net

Aberdare Country Club/ The Ark
P. O. Box 48995-00100
Nairobi, Kenya
+ 254 020214415/17, 722205407
Email:kenyasales@Marasa.Net
Website: www.marasa.net
Mara Leisure Camp
P. O. Box 48995-00100
Nairobi, Kenya
+ 254 020214415/17, 722205407
Email:kenyasales@Marasa.Net
Website: www.marasa.net

INDIA

Marasa Hospitality Private Limited
Bakhtawar, 11th Floor
Nariman Point, Mumbai – 400 021
Telephone: +91-22-22882517 / 22882518

Marasa Sarovar Portico Rajkot
Address: Dr. Rajendra Prasad Road,
Limda Chowk, Opp. Shastri Maidan,
Rajkot – 360001
Telephone: +91 281 3016000 | Fax: +91 281 2465263 | Direct: +91 9978969671 |
gmrpo@sarovarhotels.com / rpo@sarovarhotels.com
www.sarovarhotels.com

Marasa Sarovar Premiere Tirupati
Address: Upadhyaya Nagar,
Karakambadi Road Tirpuati, Andhra
Pradesh 517 507.
Telephone: +91 877 666 0000. +91 76600 06565.
Email: msp@sarovarhotels.com / gmmssp@sarovarhotels.com
www.sarovarhotels.com

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

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

East African Distributors Ltd.
P O Box 22938, Kampala, Uganda
Tel: (256) 41 255432
Fax: (256) 41 255433
Mobile: (256) 75 2741373
E-Mail: gm@eastafRICandistributors.com

East African Building Solutions Ltd.
P O Box 3347, Kampala, Uganda
Tel: (256) 41 255432
Fax: (256) 41 255433
Mobile: (256) 75 2741373
E-mail: eabsl@eastafRICandistributors.com

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 601611/ 0752 741373
E-mail: admin.madhvani@gmail.com
gm@eastafRICandistributors.com

CORPORATE SOCIAL RESPONSIBILITY / EDUCATION

Muljibhai Madhvani Foundation
P O Box 54 Jinja Uganda
Tel: 041 4255432/ 0773 215554
Fax: 031 2263999/ 041 4255433
E-mail: admin@madhvanifoundation.com

Editor's Note

The Madhvani Group is one of the largest conglomerates in East Africa, with diversified investments in Uganda, Rwanda, South Sudan, Tanzania and India, putting it at the forefront of industrial development in the region. With stakes in agriculture, manufacturing, food processing, hospitality and tourism, insurance and aviation among others, the Madhvani Group continues to blaze a trail set by its visionary founding father over eight decades ago. I consider it a great privilege to finally view the Madhvani Group from the inside, and share some of the amazing things that go on here.

When I was much younger, I thought I would get rewarded if I quietly worked hard. It took me a while to learn that while it is great to be quietly efficient, sometimes it is also important to be seen to be doing the work. In that regard, I feel that we at Madhvani do not talk about ourselves enough.

Take for instance, this photo. I am sitting on a staircase in one of the Madhvani Group's hidden gems: Kakira Guesthouse. Everyone who has used the Jinja-Malaba highway has driven past the Kakira estate, and has seen nothing but sugarcane. You probably went on and stopped at a petrol station along the way for a cold greasy snack before proceeding on your way. You could just as easily have enjoyed a rejuvenating break and a hot meal at the Kakira Guesthouse. If you'd like to expand your horizons, turn off into the estate one day. Believe me, it will be an unforgettable experience.



In this issue of the Madhvani Group Magazine, we highlight some of the good things that have been happening throughout the group. We continue to receive ISO certifications; we have exceptional new managers making a difference at our various stations; there is Madhvani Scholarship news and a steady avalanche of accolades celebrating the excellence of our hospitality units. The Marasa Sarovar Premiere Tirupati, for instance, was just a few months old when it scooped a Best City Hotel Award! We also encourage you to read the special feature explaining the importance of zoning in the sugar industry, and give us your valuable feedback.

Last but definitely not least, this issue holds a tribute to V. G. Modi, who was an integral part of the Madhvani Group family for five decades. I have been humbled and inspired by the profound effect he had on the lives of all around him. May we all aspire to leave such a legacy.

Thank you to everyone who contributed time, ideas and material to this edition. My colleague Karl R. Ssentongo and I are grateful.

Enjoy,

Angela Kintu Rwabose

editor@kakirasugar.com



Proprietors

Madhvani Group Ltd.
Plot 25 Main Street,
P. O. Box 54, Jinja

Correspondence

All correspondence should be addressed to:
The Editor, Group Magazine
P. O. Box 121 Jinja, Uganda
Tel: +256 - 41 - 4444000
E-mail: editor@kakirasugar.com

Registered at the GPO as a
Newspaper

Contacts

Jinja

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

Kampala

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

Design

Larry Mulindwa
Tel: +256 - 77 - 2509128
E-mail: mulindwa@gmail.com



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Understanding Zoning in the Sugar Industry

What is zoning?

Zoning happens in so many ways and at so many different levels, from your home to the global stage. A city can be divided into zones for industry, agriculture, residential, leisure, etc. Designating these specific areas helps the city authorities to plan infrastructure and resources, as well as providing protection to the ordinary citizen. Even games have rules, and they exist to protect the players. The same goes for the zoning rules required in the sugar industry.

The nucleus estate model

Zoning in the sugar industry is based on the Nucleus Estate Model. This means a sugar producer grows sugarcane on a plantation surrounding its processing plant, which is referred to as the Nucleus, and it must be reasonably large in order to provide some guarantee of input for the plant. The area outside the nucleus is not owned by the factory, but the communities therein produce cane for the factory. These are known as Outgrower farmers.

In Uganda, the recommended zoning is that sugar factories be planned within a radius of at least 50 kilometres from one another. This means that a new sugar mill should be situated inside at least 25 km of its own nucleus estate and Outgrower holdings. A sugar mill needs at least 500 hectares of nucleus estate to break even in sugar manufacturing. Furthermore, only 30% of the area in this model is meant to be used for sugarcane growing. The rest of the land should be reserved for food production, wetlands, forested areas and settlement.

The Big Bad Sugar Industry

A plethora of social, environmental and economic problems

The sugar industry in Uganda has for many years thrived on being orderly. The main players – Kakira, Kinyara and Lugazi, are situated at a good distance from each other (Kakira to Lugazi is 40km, Kakira to Kinyara approximately 500km). They do not overlap in farming activities or production. However, with the entry of several smaller factories into the economy, the issue of zoning has become a source of contention.

have been associated with sugarcane growing in Busoga region, the blame of which is often put on the doorstep of Kakira by the court of public opinion. These issues are all real, with varying levels of destructiveness.

- The most glaring problem for the region is food shortages, and the assumption is that people are using all of their land to grow sugarcane instead.
- It is argued that Kakira is trying to lock other millers out so that it can maintain a harmful monopoly as the only miller to whom outgrowers can sell in the region
- Small holder farmers are leasing land to big sugarcane farmers and not earning much out of the transaction
- Sugarcane farmers have been left suspended in a limbo between the Agriculture ministry and the Trade ministry. There are no agricultural support services offered to them from the government, even though the industry covers thousands of Ugandan farmers
- Accidents caused by cane-transporting trucks
- In a bid to clear land to grow sugarcane, there has been widespread environmental degradation and deforestation
- There is a host of social ills associated with sugarcane growing, chief among which are Alcoholism, Child labour and Family abandonment

Putting the blame where it belongs

Jumping blindly on the bandwagon This is a major Ugandan economic disease. Everyone wants to do the next thing they imagine is making money for someone else. They do not want to do the requisite research, put in the work, stay the course, invest the money/time and reap the benefits in peace. We all grew vanilla, neem tree, aloe vera... and now sugarcane is the in thing. "There is money in sugarcane" people say, but it has to be invested in responsibly.

Non-binding cane contracts When a responsible sugar miller signs a cane supply contract with a farmer, this contract will involve details such as how much land they can grow cane on. Farmers are only meant to grow cane on 30% of their land. However, unscrupulous people will sign the 30% with Kakira, and then partition away the remaining 70% of their land in contracts to other mills and jaggeries. This results directly into no food, poor land use, deforestation and child labour. Without support structures from ministries, how can a sugar miller possibly enforce these cane contracts with thousands of small holder farmers at a go?

Mushrooming rogue millers It may seem like a good idea to pepper an established cane growing area with more millers who offer 'choice' and 'better deals' to farmers. However, these mills do not invest in infrastructure, they do not carry out any form of farmer development and they are not interested in community development activities. They do not fix access roads or do research or know what seed cane the farmers have used. Their goal is simply to lure farmers out of the contracts they have with established millers by promising them better rates. Ironically, they often face cash flow issues and are unable to sustain the marginally higher payment rates they promise to farmers.

Poor money habits Sometimes giving money to people who have only known basic subsistence living is like giving a bowl of sugar to a child and asking them to look after it. There is no culture of saving or planning – in fact in Busoga it is a running joke that the first thing men do with a windfall of cash is to marry a new wife! Farmers get paid their cane money and it seems like a huge amount, but the problem is that the next cane harvest is about 15 months away and only good planning can get you from one harvest to the next. Kakira is not in a position to dictate to farmers how they should spend their money, but we do reach out to our farmers with savings schemes and regular sensitisation.

Lack of legislation and enforcement The existing sugar legislation is the one-page Sugar Control Act of 1938, which deals with such weighty issues as 'exporting of sugar by parcel post'! This is grossly inadequate in the current environment. An updated Sugar policy has since been drafted, and has waited for parliamentary approval for the past five years. In the meantime, sugar mills are being licensed without even following the requirements set by the old policy. Individual government officials agree with the principal of the policy, but have failed to stand up and push it to law.

Politicisation of sugar cane Take the example of the Kenya-Uganda sugar debate sparked by unfortunate comments from the leader of the opposition in Kenya: The remarks exposed the widespread lack of knowledge about what is really going in the sugar industry. This information blackout has always



Outgrower farmers wait to deliver cane to Kakira Sugar Factory. Rogue millers often lack even a waiting or offloading yard such as this. They instead cause road safety hazards, with lorries blocking public road access

served those who wish to politicise things. Some politicians will promise that rogue sugar mills will bring 'jobs' and 'more money' to farmers, but they are silent on the real issues. How does an automated mill with barely an acre of land around itself compete in job creation with an established estate that hires in excess of 9,000 drivers, agronomists, mechanics, cane cutters, upkeep workers, factory technicians, accountants, security guards, teachers, doctors, school support staff and civil engineers, to mention but a few?

It takes a village Culturally we are meant to be our brother's keeper, but these days the village is letting itself down. Each cane farmer is acting for himself, not for the good of the community. It is 'my money'. The time-honoured systems which led a village to raise a child, which made us responsible keepers of our brothers, have been eroded. The village will therefore stand by while children dodge school to work on their family plantations. They will stand by as a man abuses alcohol or abandons his family to go and enjoy his sugar wealth with a new wife. The checks and balances created by community disapproval have been slowly eroded away.

We're not just making sugar, we're building lives

Kakira is a business investment, and decisions are made on that basis. However, our people and our environment are part of our business and we pride ourselves on taking good care of both. As an established sugar estate that has been in Busoga for eight decades, we consider ourselves a national asset. Here are some facts about what goes on at Kakira that no one is keen to share

- We invest heavily in infrastructure like schools, health centres and roads
- We educate thousands of employee children in six nursery schools, eight primary schools and one secondary school on the estate
- We run a 100-bed hospital on the estate, providing free medical care to employees and their families, and with two ambulances on standby for referrals
- We provide employment for 8,400 people directly, and through our supply chain, Kakira's activities support the local community of outgrower farmers,

cane transporters, ancillary and support industries, etc. Kakira Sugar thereby provides the means of livelihood to over 75,000 people in the South Busoga region of Uganda.

- We've invested in water provision and an effluent treatment system to filter our waste water before it is released into nature
- We have the largest electricity co-generation facility in Africa, ensuring a steady unbroken power supply for the estate, as well as supplying power to the national grid

When you're done considering the scale of our operations, there is **KORD – Kakira Outgrowers Rural Development Fund**. Registered in 2005, KORD is the brainchild of Kakira Sugar Limited and the Busoga Sugarcane Growers Association. The initiative has won awards for being the best NGO-business partnership, and here's why.

Set up in 2006, KORD administers a development fund. For every tonne of outgrower sugarcane that enters Kakira, 250 Uganda shillings is deposited by the farmer, and 125 Uganda shillings by Kakira into the KORD fund. This money is then channelled to the development of key services in the outgrower areas.

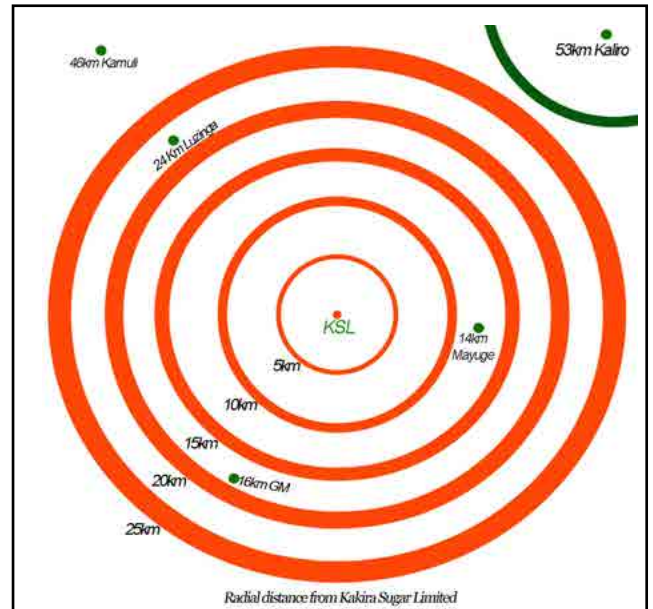
For instance, since inception KORD has been responsible for the construction and maintenance of 55 kilometres of roads, specifically in swampy areas, to allow farmers to get around the cane growing area. KORD has also built school classroom blocks, laboratories and health centres in the area. They are also responsible for the care and education of 150 orphans. The scale of sustainable development that is generated by a well-run sugar estate using the nucleus model is colossal.



How do we sweeten the sugar deal?

- Moving forward, more balanced, factual information needs to be put out.
- Politicians, local leaders and other stakeholders should stop spreading half-truths for personal gain.
- Parliament should look into enacting the Sugar Policy into law as soon as possible
- All sugar millers must show what they are doing to mitigate the effects of bad sugar farming on the local farmers, who are obviously unable to protect themselves
- All sugar millers must show what they are doing to protect our precious ENVIRONMENT
- Ministry of Agriculture should take sugarcane farmers under their wing and formulate programmes that encompass them as farmers and valuable contributors to the development of the nation.

For God and our Country.



How rogue mills are souring the bigger picture

On a macro-economic level, the effect of rogue millers camping out on the periphery of established sugar estates is dire. It directly affects sugar quality and thereby the desirability of our sugar exports. Here's how: A farmer may think he's being smart by utilising all his land to have extra cane to sell to rogue millers. He will use whatever seed is available, and may even mix immature or dry cane into what he takes to the miller.

At Kakira, we monitor cane fields, cane varieties and cane harvest, so we will know if an outgrower farmer is not yet due to deliver. Not so for the rogue miller, who will crush whatever he can get. The result is poor quality sugar and very poor recovery (recovery is a term referring to how much sugar you get out of a measured amount of sugarcane). When this poor quality sugar reaches the market it adversely affects our export prices.

Uganda produces more sugar than it consumes, but there is growth in population size, incomes and consumption habits. The consumption of sugar will thereby increase in two ways: from the number of people consuming it and from the actual amount of sugar each person consumes. Think outside tea to cakes, cookies, ice cream, biscuits, sweets, the fruit juice industry – all this is growing consumption of sugar. When East Africa is finally on the same page about markets, there will be even more opportunity.

Therefore, there is a lot of room for new sugar millers, and we welcome them on board. There is also a lot of room throughout Uganda. If the nucleus estate model could be replicated in other parts of Uganda, it would create jobs and open up outgrower farmer capacity in a ways that would build our nation. However, without legislation and proper zoning, new millers are just a recipe for the same disaster our Kenyan neighbours are facing.

Look out for SARAYA sanitisers and soaps

SARAYA Manufacturing is the youngest member of the Madhvani Group, born out of a joint venture with Japan-based SARAYA. With the construction of the Kakira Ethanol plant well underway, SARAYA will have a steady supply of raw materials for the production of hygiene products.

The Kakira-based facility began operations last year with the production of hand sanitisers. Their main product, Alsoft V, is used widely in public facilities and medical settings. It was the primary product used at Entebbe International Airport during the last Ebola and Marburg outbreaks.

Now SARAYA has branched out into exciting new hygiene products which include shampoo, hair conditioners and body washes. There are also anti-bacterial foam hand soaps in apple and citrus scents, as well as the additive-free Mother Green care range. The Mother Green foam soap products are medically tested for mildness and safety, so that they are uniquely suitable for children. The products are plant-based, made from palm oil, with Lavender and Lime essential oils and Rosemary extracts.

The new range of products can be found at large supermarkets such as Nakumatt, Shoprite, Capital Shoppers, Quality Supermarket and some pharmacies in Kampala, as well as at the Kakira Sugar Ltd Supermarket.



On July 10, 2015, the Kakira community received the shocking news of the death of Chief Financial Controller Mr. V. G. Modi, who passed away at his desk.

Commonly referred to as VGM, Mr. Modi's career with the Madhvani Group spanned almost 50 years, beginning at the Tungbhadra Sugar Works in Shimoga – Karnataka State in India. The factory was established in 1958 by Muljibhai Madhvani, and eventually sold in 1992. That year Mr. Modi took up his first Ugandan posting as General Manager of Nile Breweries until 2001, when the brewery was sold to SAB Millers. He was assigned to Kakira Sugar Limited, where he served as Corporate Financial Controller. He is survived by a wife, two sons and four grandchildren.

Career highlights

1966: Accountant at Tungbhadra Sugar Works in Shimoga – India

1979: Associated Sugar Works in Ramisi, Mombasa – Kenya

1985: General Manager at Tungbhadra Sugar Works in Shimoga, India

1992: General Manager, Nile Breweries, Jinja – Uganda

2001: Corporate Financial Controller, Kakira Sugar Limited

VGM is remembered by his Madhvani Group family as follows.



Vrajlal Gordhandas Modi 13.09.1941 – 10.07.2015

Fare thee well, V. G. Modi

Joint Managing Directors Madhvani Group

Since 1966, Mr. Modi worked faithfully and diligently for the Madhvani family and Madhvani Group, first in India and then East Africa.

Although always soft spoken, he was a highly effective manager in whatever role he played; whether as General Manager at Nile Breweries, or as the Group Financial Controller at Kakira, or any other role that was assigned to him by the Group. He was an effective financial manager, but his skills exceeded dealing with figures and being a good negotiator.

His humble demeanour belied a highly effective array of skills he utilised in dealing with people at all levels – especially when facing serious challenges, or difficult people. He always proved himself successful, and managed to gain respect of all parties concerned in the process.

Mr. Modi's quiet private life and highly successful professional career is a great example for all. He will be greatly missed by the Madhvani family and everyone with whom he interacted.



Muhammed Ngobi | VGM's Driver

I have been Mr. Modi's driver for 14 years, and we never once had a disagreement. We were close in age, but Mr. Modi was my father. He always had a kind word and good advice. He was never inconsiderate or rude and he always let me know his schedule well in advance so I could prepare. Mr. Modi would check on my children's progress regularly, and they loved talking to him. He was even sponsoring the education of my youngest son. He was not my boss, he was part of my family and I don't think I will ever recover from this shock. I only pray for his peaceful rest.

Nazim Udduola Sugar Stores Superintendent

I met Mr. Modi in 1993, when I worked at Nile Breweries Ltd, and he became like my father. He was unique and kind and it would be very difficult to find anyone like him. He was a great man. Even in my cell phone, I had saved his name as Mr. Great Man. His passing is a huge loss not just to the company but to us as individuals. May the Almighty rest his soul in eternal peace.

Florence Lubega | VGM's Secretary

From 1989, when I started work as Mr. Modi's secretary, I never saw him lose his temper or get angry. He was a perfectionist and very God-fearing. He was a counsellor, a mentor, a friend, a parent and a confidante I could trust with any problem. I cannot exhaust all his good qualities and good deeds. I will miss the way he always said "Take care" as he walked out of the office. We will always mourn his loss.

Moses H. Thenge
Human Resources Manager, KSL

When the death of Mr. Modi was announced to Kakira Sugar Estate community in the evening of 10th July 2015, there struck a deep and solemn note in our lives which, as it resounded far and wide, made many of us get confused because we could not reconcile with the fact that our beloved VGM was no more.

VGM was greatly loved and respected by the entire Kakira Estate community, his many colleagues and friends in Jinja and Kampala and whoever interacted with him either officially or informally. The simple dignity of his life, his manly virtues, his simplicity, his colour-blindness while dealing with people and respect for whoever interacted with him, his almost flawless professional demeanour – all these were aspects of his character which won admiration from whoever was privileged to interact with him. He was faithful in his discharge of his official duties; self-restrained in his judgments of people; uplifted above the clash of office politics and so wise and shrewd in judging between what mattered and what did not.

I once walked into VGM's office to consult him on an issue. I found him in a pensive mood and a few seconds passed before he noticed my presence. He said "Moses, I do not understand why our colleagues here spend their valuable energies and time fighting and undermining each other instead of doing their jobs. The useless fights only keep them miserable. We would accomplish a lot as a company if we all worked professionally and maintained amicable relationship with each other. True professionals should, if necessary, agree to disagree without any animosity towards each other..." These were words of a true professional and a sage whose gentlemanly trait was reflected in his standard response "you are right" to whoever argued convincingly in a discussion with him. I was therefore honoured whenever he sought my opinion on various HR-related confidential issues.

VGM has thus bequeathed us very high personal and professional standards hinged on respect for all human beings, professionalism, integrity and tolerance to dissenting views. Though VGM was in his eighth decade, he had an incredibly sharp, vigorous and rigorous mind. As a top executive of The Madhvani Group, he gave himself with intelligence and energy and devotion to duty, and our entire group owes him a big debt of gratitude for that service.

May God grant Mrs. Modi and her entire family the strength to bear their sorrow which we, his colleagues and friends in Uganda, share with them. VGM has gone home now, guided by his faith and by the light of those he had loved and lost. At last he is with them once more, leaving those of us who grieve his passing with the memories he gave, the good he did, the dream he kept alive, and the enduring image of a man on a boat; smiling broadly as he sails into the wind, ready for what storms may come, carrying on towards some new and wondrous place just beyond the horizon. May he rest in eternal peace.

Christian Vincke
General Manager, KSL

I knew Mr. Modi for four years and during that time he was my guide. If I had a problem or concern – personal or professional – Mr. Modi was always there to help me. He was not only a guide for me but for all of us at Kakira. He was such a wise man, a careful listener and very calm with understanding and compassion. His loyalty in service is an example for all of us. Mr. Modi was an exceptional man, and one of the greatest men I have ever met. He left us so suddenly and unexpectedly, but so peacefully. He is leaving such a huge gap, but he will always be in our hearts.

Bob Obetti
Chief Training Manager, KSL

If there is a human being on this earth who is irreplaceable, then that man is V. G. Modi. He was an amazing human being, with a great listening ear. Mr. Modi would have the right solution. If you were in the wrong, he would correct you in a way you would understand. When Mr. Modi signed on a document, request or project, no one could query his approval – he had a magic signature. Everybody trusted his judgment and decisions. He helped so many people in Kakira and he will be missed.

V. S. Somaiya | Group Manager, Agriculture

I joined the Madhvani-owned Tungbhadra Sugar Works in India as an Agricultural Officer in November 1963. It was there that I first met Mr. V. G. Modi, who joined as an accountant in May 1966. I will never forget the exact day he came to interview for the position – 27th May, 1966. It was the first birthday of my eldest son, and I invited Mr. Modi to attend the party. That was the beginning of a long friendship. He was a very hard working, honest and helpful person and we will always miss him.

Bharat Limbachia | Madhvani Group Purchasing Manager

Mr. Modi was a very experienced, mature and wise executive. I have been so lucky to work under such a gentleman – he was like a saint. Mr. Modi has been a huge motivational force. In fact, it is very difficult to say how important Mr. Modi was, how he lived and all that he meant to this company.

Sam Dhattu | Office messenger, MM & Co.

When I first started to work with Mr. Modi I was just 20 years old, and he has moulded and advised me all these years. Even when you do the wrong thing, the strongest rebuke you would hear out of Mr. Modi was "Don't do that in future". He always helped us out in every problem without hesitation. May he rest in peace.

Francis Lule | Group Insurance Officer

You could never leave Mr. Modi's office upset because he knew how to diffuse every situation. He was generous and very religious and humble; welcoming to all. Some managers will yell at you in public, but Mr. Modi never once rebuked me. I will forever be grateful that I had his trust, for his influence on my life and his many life lessons.

Alfred Omara | Purchasing Officer, Imports

We were blessed to have Mr. Modi lead us. He was always understanding, flexible and never pointed fingers of blame without investigating every accusation. I call myself an orphan, because the world is different now. There is a huge gap where he used to be and no one can fill it. We will just continue to work hard as he would encourage us to.



Satish Sawhney | Director Finance, KSL

We are deeply saddened by the sudden death of Mr. V. G. Modi. He was an extraordinary great man. He chose a religious life of selflessness and generosity and he did a lot for the community. He was fully dedicated to the Madhvani Group and worked tirelessly during his long service as a perfect employee, manager and director. He was a fatherly figure and friend to everyone.

Mr. Modi's vision of personal and professional life was truly remarkable. I am honoured to have worked with such a kind, warm and brilliant person. He was disciplined, a great team player and always sought the advice and approval of his colleagues and superiors. His firm belief was that seeking words of wisdom would always improve your decision making. With the death of Mr. Modi, I have lost a guide and a philosopher. He will be greatly missed, but his warmth, kindness and gentle spirit will be remembered. We will never forget the image of his gentle and bright face. May God rest his soul in eternal peace and give the strength and courage to his family and Kakira community to bear the great pain.

East African Packaging honours loyal staff, starts OHAS process



On June 26, 2015, East African Packaging Solutions held a function to honour workers who had been with the company for five years or more. Twenty-five members of staff received certificates and assorted gifts to recognise their dedication to the company.

The General Secretary of the Workers' Union, Twahah Sempebwa, attended the event, and commended the management for the initiative to reward the long standing workers. He challenged the workers to stay loyal and prioritise the growth of the company, because they would also grow with the company.

The Chief Guest at the function, Group Human Resource Manager Subba Rao N. V., commended the workers for their achievement. The award of certificates and gifts was followed by refreshments.

Shortly thereafter, in August, EAPS held a function to launch the OHAS certification process and open new office space. The OHAS is an occupational health and safety management system designed to reduce the risk of accidents and occupational ill health. EAPS has started the process to have the company certified, which will include internal and external audits, and extensive employee training.

Officiating at the event, Group Director Rickin Madhvani said the OHAS certification demonstrates the company's concern for employee welfare. He advised the employees to value each member of their team and believe in themselves.

Mr. Madhvani also cut a ribbon to open new office space for the Dispatch section, Stores, Quality Control, Printing and the Film Dark Room.



Top tips for motivating workers

Motivation can be described as the general desire or willingness of someone to do something. Apart from the obvious incentive of earning a living, we are motivated to work by other factors. All people have a need for growth and achievement. In order to motivate employees to work well, they require the following:

- A challenge and increasing responsibility at work
- A pleasant and safe working environment
- Recognition and rewards for good employees and efficient teams
- Opportunities for advancement, promotion or training in new skills
- Communication, transparency and feedback from supervisors

EAPS expands capacity, plans environmentally – friendly new product line

Production upgrade

East Africa Packaging Solutions (EAPS) is continuing to grow and set new standards in the provision of quality packaging materials. This year management has taken a bold step to cement the position of EAPS in the regional market by upgrading their printing line with a new slotter unit, folder unit and gluing unit, which will be supplied by Ming Wei Paperware Machinery.

“We are investing in the latest technology and equipment to meet every challenge the market throws at us,” says General Manager Mr. Madhu Kabra.

A delegation from Taiwan-based Ming Wei travelled to Uganda to perform a needs assessment of the factory and iron out the details of the expansion. Mr. Su Jung-Chien, the Vice General Manager and Mr. Ben Wu, the Marketing Manager represented Ming Wei.

Mr. Firoz Ansari, the EAPS Production Manager, explained that the move would vastly increase not only production capacity, but print quality as well. “The upgrade of the printing line is excellent news for the wide range of our customers all over the region,” he said.

EAPS currently supplies over 1,000 tonnes a month of quality corrugated carton boxes in all shapes and sizes to clients as varied as floriculture and horticulture exporters, to water bottlers across Uganda, Burundi, South Sudan, Rwanda and the Democratic Republic of Congo.

Sales up

In the first quarter of 2015 alone, EAPS sales have gone up by 40% due to the commitment of management to drive resources towards marketing and branding. “The increased sales are a very rewarding sign of customer satisfaction,” Mr. Kabra said. “The investment is not only in the production line, but also in ensuring the best possible working environment for our staff and adherence to quality standards.

EAPS's success this year has rested on intensive refurbishment and improvement of facilities at the factory. Civil works include the modernisation and improvement of infrastructure at the plant such as the internal road system, warehousing and loading facilities. “We are also in the process of enlarging our storage capacity with a new warehouse,” Mr. Kabra adds. This will enable EAPS to store more finished goods and provide an instant delivery service to all major clients. Next year's plans include the upgrading of all the amenities and facilities for company employees.



New project

EAPS in an ISO 9001 certified company – which means management is committed to consistent quality and improvement. However, we are also mindful of the environment, and the effect that unchecked waste disposal has on it.

EAPS has therefore committed to a US\$550,000 egg tray manufacturing project. The trays will be made exclusively from the factory's waste paper cuttings. The new range of diverse packaging products will benefit poultry farmers, add value to their products and ensure the safe delivery of their eggs from farms to the market.

This new project will mean more jobs, a new quality product, and, best of all, less waste in the environment.



On concluding purchase of additional equipment for the expansion of East African Packaging Solutions from Ming Wei Paperware Machinery Co. Ltd. Taiwan. From L to R: Mr. Sanjay Satyanarayan Darbastewar, Project Coordinator EAPS; Mr. Ben Wu, Marketing Manager Ming Wei; Mr. Roni Madhvani, Managing Director EAPS; Mr. Su Jung-Chien, Vice General Manager Ming Wei; Mr. Firoz Ansari, Production Manager EAPS and Mr. David Kyamanywa, Purchase Officer EAPS

Paraa Safari Lodge in the Hall of Fame!



US actress Sophia Bush signs the guest book at Paraa Safari Lodge

What our guests are saying about Silverback...

23.04.15 Debbie & Noel Walker, Australia Very lovely lodge enjoyed every minute here. The staff is wonderful, as are the views and accommodation. Loved the hot water bottles. We will be back. Love Uganda.

27.04.15 Dr Gladys Kalema, GPH Bwindi Uganda-Thank you very much for the great service and showers and food. Thanks for your support to our work with gorillas and people around Bwindi.

15.05.15 Shujam Mekta, India-Excellent service and great ambience

18.05.15 Maria & Alvaro, Spain, Such a wonderful lodge with a lovely staff. It was very nice to spend 2 nights of our honey moon here! Thanxxx

19.05.15 Toney & Katherine, Pretoria - South Africa Thank you for going the extra mile and making Katherine's 50th birthday so special.

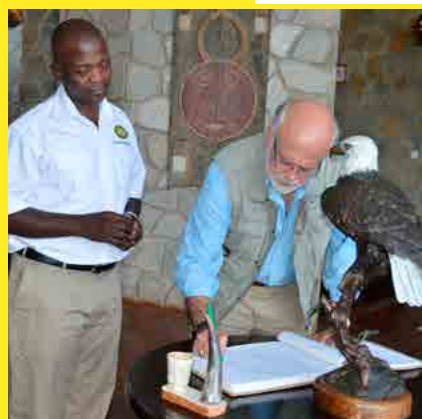
19.05.15 Jay Hayashi & Kimberley Stevens-British Columbia Canada-Outstanding service! Very caring staff



This year, not only did we receive TripAdvisor certificates of excellence for Mara Leisure Camp, Aberdare Country Club and The Ark, we also received a special commendation and entrance to the TripAdvisor Hall of Fame for Paraa Safari Lodge.

The Hall of Fame certificate is given to winners who have consistently received the certificate of excellence over five years. Certificates of excellence are awarded as a result of consistent glowing customer reviews. We thank our esteemed guests for their patronage, friendship and great reports about our service.

Congratulations to Paraa Safari Lodge, Five-time winner of the TripAdvisor Certificate of Excellence and our proud entrant to the TripAdvisor Hall of Fame.



US Ambassador Scott DeLisi plants a tree and signs the guest book during his stay at Chobe Safari Lodge

An authentic Ugandan experience

By Corné Schalkwyk

The Kazinga Channel in Uganda is a wide, 32-kilometre long natural channel that links Lake Edward and Lake George, and a dominant feature of Queen Elizabeth National Park. The channel attracts a large variety of wild animals, including one of the world's largest concentrations of hippos, as well as numerous Nile crocodiles.

A boat trip down the channel is one of the best ways to explore the oasis, and a must for keen birders visiting Uganda. On the banks of the Kazinga Channel is an integral part not only of Queen Elizabeth National Park, but also of all life on the channel itself.

On our arrival at the village, Jacob, our guide, waves as we steer the boat closer to shore. Scores of young children make their way down the banks to greet us. Jacob himself is one of the area's success stories, having grown up along the channel and now working for the innovative Premier Safaris, which provides highly personalised experiences for visitors to Uganda. Our Uganda Meander tour sees us exploring the village with Jacob, meeting his family and friends, as well as a host of other friendly

Home for the duration of our stay is the luxurious Mweya Safari Lodge, nestled on the peninsula and offering views that stretch over the channel. The lodge is Premier Safaris' sustainable tourism partner, and part of their ' \$1 for the Future ' project. For every guest who stays at the hotel, \$1 goes towards various community projects, including the new village school. The lodge also buys its fish from the village, creating a great partnership with local the option of enjoying fresh fare every day. Last but certainly not least, the lodge also trains and provides employment opportunities for the local people.

Jacob is testament to the fact that Premier Safaris believes in hiring guides with years of experience and intimate knowledge of the area and its people. Our boat guide and birding experts explain how they also hope to work for the company one day.

The work undertaken by Premier Safaris shows the extent of tourism's ability to touch the daily lives of people in remote,



Jacob explains food preparation. Below, guests interact with the local fishermen



The boat from Mweya. Below, Mweya poolside



rural areas, reducing the distance between people and enhancing cultural understanding across borders.

Corné Schalkwyk is the General Manager of Premier Safaris. For more information on Premier Safaris and the Uganda Meander visit www.premiersafaris.com.

This article first appeared in the May 2015 Indaba Issue of Premier Magazine

Alumni get training, visit Kakira Sugar

The Muljibhai Madhvani Alumni Association (MMASS) organised the annual career guidance and entrepreneurship training on June 20, 2015, under the theme: Creativity, Innovation and Professionalism in Business. The annual training is sponsored by the Muljibhai Madhvani Foundation, and so far over 500 participants have benefited.

This year's event was facilitated by Mr. Michael Niyitegeka, an IT Consultant and Motivational Speaker. MMASS Chairman Mr. Charles Katabi says the training is organised for recent graduates with the hope of equipping them with skills to encourage business creation and/or prepare them for a demanding job market. Participants are required to be beneficiaries of the Muljibhai Madhvani Foundation scholarship programme.

The full day event attracted close to 100 participants, who were not deterred by the day's heavy down pour. Participants were tasked to come up with unique business ideas, that if implemented would benefit not only them but the whole community. Ideas included an agro-processing plant, modern cattle farming, urban domestic farming, and money lending. Participants discussed target market, market trends and professionalism.

"The world is not short of people, but short of people who can think of new ideas. You need to step out your comfort zone, challenge and move your boundaries. Know your strength, weakness and fears." Mr. Niyitegeka said. He emphasised that the major hindrance to entrepreneurship was attitude towards work.



Niyitegeka speaks to the training participants



Secretary to JMDs Anita Vanessa distributes gifts to the alumni. Below, Works Manager Chris Strathern takes them around the factory





On August 1, 2015, a team of 20 Madhvani Foundation Alumni visited Kakira. For many of them, this was the first time on the estate. The visit started with a presentation on Kakira by Chief Training Manager Bob Obetti, followed by a tour of the sugar factory and co-generation plant.

The highlight of the day was the meeting in the boardroom. The alumni had a one-on-one discussion with Managing Director Mayur Madhvani, discussing their goals and visions for their future and of the country. Mr. Madhvani was impressed and encouraged by the fact that most of them were already giving back to the community by supporting those less fortunate than themselves. He said he was pleased they had come 'home' to Kakira and hoped it would be the first of many such visits.

This was followed by a visit to Muljibhai Madhvani Primary School, where the alumni spoke to the children about the importance of working hard and having purpose. They gifted the excited children with mathematical sets and books, and then planted three trees in the school compound to mark the occasion.

The party then proceeded to a lunch organised by Kakira General Manager Christian Vincke at Kawempe Hill on the Kakira estate. Over lunch, they listened to inspirational talks from Alumni Board members Anne Magona and Henry Kyemba, as well as Assistant to GM Kenneth Barungi and Mr. Vincke.

The day ended on a high note, with the alumni resolving to visit do more to give back to the community.

Engineering tops 2015 list



Hon Alupo (centre in pink) and some of the 2015 beneficiaries

This year, the Madhvani Foundation Board awarded Shillings 700 million in scholarships, up from 650 million last year, to 166 university students.

The Chairman of the Scholarship committee Mr. Gabriel Opio said the number of applications had doubled compared to last year, with more students pursuing sciences.

The Foundation awarded 147 Undergraduate and 19 Postgraduate scholarships to students from across the country. The Engineering course came top of the list with a share of 29% of the scholarship fund followed by Medicine and related courses at 21%. Going by the region, the fund was fairly distributed having Eastern Uganda with the highest recipients of 48 Slots, followed by Western region with 42 and Central and Northern region tied with 38 each.

Mr. Gerald Ssendawula, Chairman of the Madhvani Foundation Board said, "The Madhvani Foundation Board lives a dream derived from the great grandfather and founder, Muljibhai Prabhudas Madhvani to promote and maintain scientific and technical education among the people of Uganda."

Education Minister Hon. Jessica Alupo, who graced the occasion, congratulated the beneficiaries present and applauded the Madhvani Foundation for the great contribution to Uganda's economy. "As government, we appreciate two things, one is the support of the Ugandan science student who cannot afford tuition fees and yet competent; and secondly, a fair distribution of the funds across the different regions of the country, focusing on our local universities."

About the Foundation

The Madhvani Foundation was established in 1962 to honour the vision of the founder of the Madhvani Group, Muljibhai Prabhudas Madhvani. Since 2003, the university education trust has educated over 2,000 students and provided scholarships worth over 4 Billion Uganda Shillings.



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1. Ugandan world kickboxing champ Golola Moses excites the children of Kabiiza, one of Kakira's eight primary schools
2. Kakira Sugar used for the Café Dragon, a charity started by children in Oxford to benefit rural outgrowers in the Dominican Republic and India. From L to R: Alesia Laird, Gigi Whipp, Tom Gianasso, Grace Flynn, Ma Ormerod and Eshan Madhvani, son of Nikesh Madhvani
3. India High Commissioner to Uganda, H. E. Dr. A. V. S. Ramesh Chandra (left) greets Kakira staff after a yoga demonstration
4. A team from Liberty Life Assurance donates computers and stationery to MM Primary School in Kakira
5. Sweets Factory Manager, V. D. Prasad, hands over school fees for a year to two Kakira Secondary School students in the 2nd V. L. Rao Scholarship
6. Miss Uganda 2014-15 Leah Kalanguka, Miss Eastern Uganda Flavia Ibyara and Miss Beach Beauty Sheena Kyoziara tour the factory
7. A delegation from Swedish firms, led by Ambassador Urban Andersson, on a visit to Kakira. Represented were ABB Uganda, Siemens Industrial Turbomachinery, SKF and Scania

8. The Honorary Consul to Lithuania, Hrshikesa Madhvani, presents his credentials to State Foreign Affairs Minister Henry Oryem

One dollar at a time: Mweya rebuilds Kazinga Primary School



At Mweya Safari Lodge, we donate one dollar from the proceedings of each visit towards a charity fund. The Mweya philanthropy programme has since November 2011 focused on the reconstruction and expansion of Kazinga Channel Primary School.

Since the start of the project, we have spent over USD\$ 20,000 to renovate classroom blocks, paint and re-roof school buildings. Most recently, we are constructing two blocks of latrines for boys and girls, and refurbishing the library.

We have also completed signposts for the school, as well as a plaque in memory of Ross Langdon, the architect who designed and supervised the renovation works at Kazinga School.

On 21 September 2013, Ross Langdon and his pregnant girlfriend Elif Yavuz were killed by Al-Shabaab militants at the Westgate shopping centre in Nairobi.

Langdon studied at the University of Tasmania and University of Sydney before setting up his own architecture firm and basing himself in London.

He had been working on the design of a HIV centre in Uganda before his death, while Dutch-born and Harvard-educated Yavuz was employed by the Clinton Foundation as a Tanzanian-based senior vaccines researcher.



Meera swims 5km for the gift of water



Meera Madhvani, the daughter of Director Shrai Madhvani, has donated a borehole to Mbaale Primary School in Mayuge District.

Over the years during her many trips to Uganda, Meera became aware that access to clean water in the Busoga Sub region had increasingly become a problem. "Water is vital for life, accessibility to clean water is essential," Meera said when asked why she chose to fund a water project.

She swam 5,000 metres in London for a charity event to raise funds for the noble cause. The charity swim raised Shs 13.5m, while Kakira Outgrowers Rural Development Fund (KORD) contributed the required balance of Shs4.5m. The borehole is located at the school premises and serves a wider community of about 2,000 people.

Ms. Juliet Namulondo, the school Headmistress, said the borehole has saved the pupils class hours usually lost travelling long distances daily looking for water to prepare meals and maintain general school hygiene. "I wish to extend sincere thanks and appreciation, for the privilege [the borehole], and I pray the company [Kakira Sugar Limited] flourishes," she said at the handover.

Meera called on the school administration and the community to manage the project responsibly so that it serves the intended purpose. Primary Five pupils performed a poignant poem titled "What a fortune" at the occasion, and joined the rest of the pupils to excitedly receive the sweets Meera later distributed.



The bikers arrive at St. Peter's square in Rome

Strathern bikes Milan to Rome for a Jinja children's home

For the past three years, biking enthusiasts from around the world have been participating in a journey organised by Ride 25 to raise money for charity. In June, our very own Chris Strathern rode from Milan to Rome, a distance of 725km in five days to raise money for a Jinja-based children's home.

The Kakira Sugar Works Manager raised Ugsh 10 million for 1moreChild, which takes vulnerable children and orphans off the streets of Jinja, out of the slums and, most importantly, gives them hope. They do not take on any child that they cannot see through to the end of their education.

Every year a new leg is added to the bicycle tour, with the ultimate goal of reaching Sydney by 2037 and raising more than £1 million along the way. To date £250,000 has been raised for "1moreChild" over legs 1, 2 and 3 and the target was to raise another £100,000 this year, which they exceeded. 1moreChild provides school fees, 3 meals a day, school uniforms, school supplies, clothes, medical care, tutoring, mentoring, a football club and various other holiday activities for each child in their care. Currently they are looking after 250 children, half of which are now resident in houses under the care of a houseparent.

Chris trained arduously for six months, riding through the estate at 5:00am each morning. "The training was the hardest part. It was a rewarding experience to reach the finish line. I felt a sense of achievement," Strathern says of the ride. He is considering riding on the next leg of the ride in 2016, and perhaps he'll be joined by more Madhvani Group staff.

The Madhvani Group family is proud of all our socially responsible members. Way to go Chris!



Madhvani partners with Harvey Mudd in solar water tests

In March 2015, a team from the 2014-2015 Harvey Mudd Global Clinic team in Claremont, California was hosted by Kakira Sugar Limited. The purpose of their visit was to gather water samples and conduct tests towards the design of a “low-cost technical solution that determines the time required to perform solar disinfection (SODIS) on a volume of water as a function of UV transparency and UV intensity”.

One of the objectives for the team’s device was that it should be easy to use across educational, social, economic, and geographical contexts. The team therefore needed to travel to a destination where they could perform tests on the water from various drinking sources, as well as observe how water is gathered and used. The team worked with the Kakira Outgrowers Rural Development Fund (KORD) to test water from various local sources.

The team also conducted two concurrent engineering design reviews with the A’ Level Students of Kakira Secondary School. The students showcased their talent by providing some very novel ideas for the disinfection of water.

The team’s visit to Kakira was an important educational experience that also informed the design of the sensor technology. They expressed their thanks to the following people: Mahesh Kotecha, HMC ’70, for offering his connections and introducing the team to those who could make the trip to Uganda possible; Mr. Kenneth Barungi, Assistant to General Manager, for ensuring the team’s every need was taken care of during their stay at Kakira; KORDs Michael Kintu and Julius Kisere, for acting as the team’s guide and translator in the community; the staff and students of Kakira Secondary School and Kakira Sugar Limited Guest House staff.

About Harvey Mudd College

Harvey Mudd College is a private residential liberal arts college of science, engineering, and mathematics founded in 1955 and located in Claremont, California. Harvey Mudd College is one of the premier engineering, science and mathematics colleges in the United States. The college is named after Harvey Seeley Mudd, one of the initial investors in the Cyprus Mines Corporation.



Branding value: Kakira unlocks its fleet, EAPS unveils logo redesign



In today’s challenging and competitive environment offering wide choice to consumers, brand visibility and merchandising will assume greater role in retaining Kakira Sugar’s leadership.

We have therefore seized the opportunity provided by our nationwide fleet of delivery trucks, to create 24/7 billboards. With the opening of regional sales centers in key markets like Mbale, Jinja, Mbarara, Kabale, Fort Portal, Gulu, Arua and Kampala, we have access to about 30 trucks ferrying Kakira Sugar across the country and providing us an ideal platform to promote the brand.

We can effectively use the fleet as a marketing tool for enhancing brand visibility across the country in a cost effective way over a longer duration.

Corporate Marketing Manager R. Sareen, pointed out that the exercise of branding our vehicles was first started in 2010, but it is important for the brand to keep on evolving in order to maintain consumer attention and recall value. Therefore, the design is fresh and modern with a new logo alongside critical elements like consumer packs, sugar cane and our strap line.

Our fleet has been now transformed from a single dimensional use to multi-purpose operational tool strengthening our corporate as well as brand image.

In other branding news, the East African Packaging Solutions has modernised its logo design and will also shortly be rolling out fleet branding to reflect the same.

Marasa Sarovar offers world class service to pilgrims



“Best City Hotel!”



Her doors had only been open for three months when the Marasa Sarovar Premiere Tirupati received her first nod from the South India Travel Awards 2015. On April 16, the Marasa Sarovar Premiere Tirupati won the award for the Best City Hotel at a glittering event in Visakhapatnam.

The South India Travel Awards recognised the work of 40 winners in different categories in the travel and tourism industry worldwide. The Marasa Sarovar Premiere received one of the specially designed 'Maya' trophies in recognition of unique design and concept. It is India's first themed hotel deriving inspiration from the 10 Dashavtaras, or incarnations, of Lord Vishnu. The award underlines the fact that the hotel is one of a kind in South India and worth a visit.

Rishu Roshan, the General Manager of the Marasa Sarovar Premiere Tirupati received the award and promised all guests a unique all round experience when staying at the hotel.

The tourism and hospitality industry in India constitutes an amalgamation of religion, location and food. Tourism and hospitality is one of the largest segments under the service sector of the Indian economy. In 2014, travel and tourism investments in India accounted for INR 2.11 trillion or 6.2% of the total overall investments in India which is expected to rise to 9.3% in 2015. The industry is thus a major employment generator, a significant source of foreign exchange and constitutes an economic activity that has a substantial impact on local communities.

India is one of the foremost locations in the world for spiritual devotion. There are several interesting trends occurring in the field of religious tourism that have an impact on travel experience. The first of these is the modernisation of the traditional pilgrimage. In the past most traditional pilgrimages were undertaken with a great deal of hardship. The journey was arduous and tiring and the lodging and sustenance were marginal at best; in some respects this inadvertently reflected the need for individuals to earn penance and to make themselves more susceptible to the spirit of their final destination. Today however we are seeing a major shift from uncomfortable, penitent journeys to pilgrimages that in some cases can resemble luxury vacations. This change seems to be occurring in all religious traditions. Most affluent pilgrims today prefer to stay in upmarket hotels and the demand for such products and experiences is thus growing.

The initial idea from Marasa, which is part of the East Africa based Madhvani Group, was based on the actual experience of travelling to India on religious pilgrimages and finding that the offerings in terms of accommodation at many locations were either inferior or substandard. Once Marasa entered





“Outstanding design!”

the field of religious tourism in India the objective was essentially simple; to provide luxury world class affordable accommodation to discerning guests in an environment that harmoniously reflects the spiritual essence of the individual location. The Marasa Sarovar Tirupati is the first of these.

Commenting on the emerging trend in religious tourism, Mr. Yogesh Prajapati, Director – Finance, Marasa Hospitality Pvt. Ltd. said, “Tourism in India is a potential game changer. Our foray into religious tourism is a very strategic step in our business. Having evaluated the feasibility of this sector, we have launched our first property in Tirupati which is now giving us good results. We have plans to launch in other locations too.”

He also added, “In 2014, the tourism sector contributed INR7.64 trillion to the GDP and provided employment to 36.7 million people. By the end of 2015, these numbers are expected to increase to INR8.22 trillion and 37.4 million respectively. This would mean that tourism will account for 7% of India’s GDP in 2015. Hence new destinations are the key to set new benchmarks in the industry especially for the discerning modern day traveler.”

ABOUT SAROVAR HOTELS & RESORTS

Sarovar Hotels & Resorts is a leading hotel management company and one of the fastest growing chains of hotels in India. Headed by a team of industry veterans, the Company manages and franchises over 70 hotels in 48 destinations in India and overseas under numerous brands; Sarovar Premiere, Sarovar Portico, Hometel, Radisson, Park Plaza and Park Inn. The brands cover the 3, 4 and 5 star spectrum.



Once again, the Marasa Sarovar Premiere Tirupati has stood out for its unique design concept, this time receiving mention from the world’s architects.

The Architectural Digest, one of the world’s leading Architecture Magazines, named Shimul Javeri Kadri of SJK Architects among the top 50 influential architects of 2015. Ms Kadri was nominated for outstanding lifetime accomplishments, among which was her work on the Marasa Sarovar Premiere Tirupati.

Ms. Kadri spoke about the inspiration for the Marasa Sarovar Premiere, saying it was influenced by the pilgrimage tourism in the area and inspired by the characteristics of temples.

See story at: <http://www.architecturaldigest.in/stories/ad50/#11>

Kakira expands sugar stores and dispatch capacity



Our esteemed sugar distributors will have noticed a remarkable change for the better at the Kakira sugar stores, with the opening of the new and expanded storage and loading facilities.

Sugar store Superintendent Nazim Uddoula, who has been working with the section for the past decade, has seen the progress firsthand. "Since I joined this section, it has been a continuous journey of many changes and improvements," Mr. Uddoula says. "Most recently, we have begun using our new office building which has ample space for the staff, as well as conference facilities."

Prior to the construction of the new sugar stores, the maximum buffer stock capacity was 40,000 bags. Now, the stores can hold 200,000 bags of sugar. The bagging and branding has been consistently improved as well, from one brown 50-kilo bag to four types: 25 and 50 kilogram light brown and 25 and 50kg brown bags.



The spacious loading area and concrete courtyard. Right, Uddoula. Below, the sugar stores team outside the new office block



The original storage and loading area could only sustain a dispatch capacity of 10,000 bags from dawn to dusk. Dispatch capacity refers to how many bags could be loaded and sold out of the stores. Now, the dispatch capacity is up to 30,000 bags a day, with multiple loading areas.

"With future plans to install conveyors and cranes within the building, this dispatch capacity will be greatly enhanced and our costs further reduced," Mr. Uddoula explains.

The improvements did not only extend to the storage area, but also building a firm concrete forecourt and loading area outside, which ensures that the customers and loading vehicles are clean, safe and mobile no matter what the weather.

Furthermore, the new storage area is accessed through a pair of weighbridges, with which load quantities can be accurately monitored. Trucks are weighed and information logged upon entry. They are then weighed on their way out to confirm the loaded sugar amounts are accurate. The use of the SAP system has enhanced the stores dispatch ability, and human errors are a thing of the past.





Madhvani scoops top spot at Jinja Agricultural show

The Madhvani Group emerged top exhibitor in the large scale category at this year's Jinja Agricultural Show. The event, organised by the Uganda National Farmers Federation, ran from July 6 to 13 under the theme "Climate Smart Agriculture for Sustainable Food Security and Wealth Creation".

According to the show manager, Peter Kisambira, over 300 exhibitors participated this year, including 12 multinational companies. The categories of exhibitors included research institutions, seed companies, farmers, agro chemical companies, government agencies and ministries.

The show provides an opportunity to share farming knowledge, value addition information, seeds, innovations, farm inputs and good animal breeds, as well as availing business and sales opportunities. It was opened officially by the Vice President of Uganda, Edward Ssekandi, accompanied by General Salim Saleh.

Dr. D. V. N. Raju, the Chief Agronomist of Kakira, led the team exhibiting at the grounds, and was on hand to show Gen. Saleh around the Kakira exhibit.

Show coordinator Peter Kivumbi, said there had been positive changes in the organisation this year. "Overall, there has been less noise and better access roads throughout the grounds," he noted.

Madhvani Group emerged the best large scale exhibitor, taking home a trophy for an outstanding stall, which attracted thousands of students, show-goers and customers.



MADHVANI GROUP SEPTEMBER 2015

It's Smooth Sailing at the exclusive Jinja Sailing Club



A cupcake display at a wedding held at JSC



Guests setting off on the sunset cruise

Jinja Sailing Club has had an awesome year, beginning early in the year by topping its all time record for revenue from a single event. The way things are going, even that record looks set to be broken.

The Sailing Club has especially become the go-to venue for exclusive and unique weddings because of its beautiful lakeside view, lovely gardens and private setting. Couples can choose to arrive by boat to a magnificent reception, catered by an excellent kitchen with wide menu options. No requirement is beyond our ability to provide.

At one event – the BIDCO end of year party – the Sailing Club was able to comfortably seat over 700 guests for dinner, and still have room for a stage with live band performances and a dance area. The versatility of the Sailing Club is owed in equal measure to its beautiful location, excellent staff and new manager.

Kamalesh Chatterjee has been at the helm of Sailing Club for a year now, and JSC is benefitting from his decades of experience from in-flight hospitality and management training, among others.

“I believe in staying versatile and working hard,” Mr. Chatterjee explains. “I am always blessed by my interactions with the guests I meet in the course of duty.”

The Sailing Club is not just an exclusive party venue, but also offers conference facilities and packages which are very competitive. Of course, it goes without saying that clients may sail the afternoon away on our comfortable, safe boat cruises.

There are boating excursions on Lake Victoria to various sightseeing spots such as the Source of the Nile, Samuka Island,



BIDCO staff and management cut a cake at the party



A team of guests from the Indian High Commission. Below, Kamalesh and Uganda Tourism Minister Hon. Maria Mutagamba at the Africa Travel Association luncheon

Kisima Island and Kakira. Our boats, the Sun Tracker and the Kingfisher, can accommodate 12 and 7 persons respectively.

Feathers in our cap

o Jinja Sailing Club was the venue of choice for the Ministry of Tourism during the 39th Africa Travel Association World Congress. JSC was proud to host Tourism Ministers from several African Countries, as well as dignitaries from across the globe. We received numerous thanks and compliments on a superbly organised luncheon and excellent hospitality for over 150 esteemed guests.

o Jinja Sailing Club organised and hosted the annual Christmas Party for BIDCO Uganda Ltd. With seventeen large tents arranged comfortably in the gardens, three buffet counters and two satellite bars, the huge event was declared a success by our esteemed clients.

For Reservations, please call +256 434 120222
e-mail: mgr@jinjasailingclub.com



Distinguished guests: Uganda Manufacturers Association comes home

This quarter of the year has seen some auspicious visits to Kakira Sugar, including two very important first time guests. The board of the Electricity Regulatory Authority and the Uganda Manufacturing Association were among these.

Uganda Manufacturers Association

A delegation from the Ugandan Manufacturers Association, led by Executive Director Sebagala M. Kigozi visited Kakira, the place they call home. This is because the original Uganda Manufacturer's Association was founded by our visionary pioneering founding father, Muljibhai P. Madhvani. It was with some pride, therefore that we hosted the UMA team.

The team of Barbara Mbabazi, Nellie Baggya, Robert Mawanda and Lawrence Oketcho met with Managing Director Kamlesh Madhvani. They expressed gratefulness at the reception they received and communicated plans to resume having board meetings hosted by UMA members. That way they could get a real sense of the operations and needs of each member. They later also toured the Madhvani Group's Steel Corporation of East Africa.

Electricity Regulatory Authority

Kakira Sugar Limited are suppliers of 32MW of electrical power to the national grid, therefore the dialogue with the Electricity Regulatory Authority was of great importance to Kakira.

The ERA board toured the facility and got a better understanding of the processes and costs involved in production of both sugar and electricity at the facility. We thank Richard S. Apire, Lydia Oporu, Fabian Tibeita, Joseph Oteng-Otogo, Judith Ssengendo, Julius Wandera and Daniel Olinga for the visit look forward to many more such opportunities to share and learn.

Makerere University Kampala

It is not only industrialists who have business with the Madhvani Group. On August 21, a high powered delegation from Makerere University visited Kakira and was hosted by Managing Director Kamlesh Madhvani. The delegation was led by Chancellor Prof. Mondo Kagonyera, who coincidentally was celebrating his birthday.

He received a book from Mr. Madhvani to mark the occasion, as well as a donation to a children's education fund he runs in his home village.

The team, comprising Dr. L. Wana-Etyem, Dr. Eria Hisali, Edward Bbaale and Dr. Ibrahim Okumu discussed the formation of an endowed chair in the name of Kakira founder Muljibhai Madhvani. They were taken on a factory tour, and later had lunch at Kakira Guest House.



The ERA team outside the Boiler House, which begins the electricity generation process



Above and top, the MUK visitors take a tour of the factory. Below, Prof. Kagonyera receives a gift from Director Kamlesh Madhvani



Works Manager Chris Strathern leads Mr. Kigozi and the UMA team on a tour of the factory

Foundation Alumnus is now a budding entrepreneur



During his second semester at University darkness descended onto Mubarak Ssenyonjo's bright future. His father, a farmer in Mubende, was struggling to service a loan and meet other obligations at home. Mubarak barely completed the semester. "A friend told me about the Madhvani scholarship. I applied, was called for an interview but did not qualify. I had to apply for a dead year at university," he pensively recalls.

During the dead year, Mubarak went back to Mubende and tried cultivating matooke to raise his school fees. Unfortunately, all but a few plants withered, because he planted in the wrong season. When the next scholarship call came, he reapplied successfully. Two years later he graduated with a second class upper degree in Actuarial Science from Makerere University.

Inspired by the MAMASS training

In June of 2013, Muljibhai Madhvani Alumni Association (MAMASS) organised career guidance and entrepreneurship training. Fresh graduate Mubarak attended the training and was inspired to pursue entrepreneurship. "My initial idea was to start up a restaurant, in the hope that I will be providing direct market for my matooke produce," he recalls.

The facilitator cautioned against jumping into any business without adequate research, so Mubarak decided to wait.

Early in 2014, the newly appointed Prime Minister (Katikkiro) of Buganda, Charles Peter Mayiga, set up a fundraising committee comprised of prominent business men, and Mubarak was appointed as their secretary. This gave him a unique opportunity to do research. Mubarak was advised to start with something small yet easy to manage.

"A prominent businessman suggested I start with a cleaning service which would require less investment capital. With Shs.150,000 I bought protective wear," Mubarak narrates.

For three months, no one bought his idea. Finally, the chairman of the fundraising committee, Mr. Fred Kiyimba hired Mubarak to manage the hygiene at a party. It was the breakthrough he needed, because Mr. Kiyimba recommended him.

Diversification

In little over a year the company has since diversified into painting and roof tile cleaning services. In February 2015, Mubarak registered his company and advertised his services on social media. In another breakthrough, he caught the eye of Madhvani Group Director Mr. Roni Madhvani on Facebook, who offered SSEMU their first painting job at the East African Underwriters offices.

Mubarak has grown the company to about Shs.5 million worth, and prides himself on employing 5 to 20 people per contracted job. Mubarak is currently training at the Lugogo Vocational Institute to better manage the business and plans on expanding into waste management and recycling to generate manure and biogas.

Mubarak is grateful for the Madhvani Foundation Scholarship and the entrepreneurship training that changed his life. "I'm grateful to the Katikkiro, the fundraising committee and to Mr. Roni Madhvani for believing in me and Madhvani Foundation Administrator Ms. Beatrice Apoto for her guidance," he says.

If you'd like to support a young hardworking entrepreneur, by utilising his services, call SSEMU Garbage Collectors Ltd. on 0779 847822.

Avoiding scholarship fraud

During the selection process of the 2015/16 Madhvani Foundation Scholarships, some unfortunate applicants fell victim to conmen. They were told they would be assured of a scholarship if they paid some money first. This, of course, is not how the scholarships are awarded. Merit is decided purely from information given in an interview to the scholarship board.

For future reference regarding the Madhvani Foundation scholarships, and indeed, any other scholarship offer, please note the following.

You should not be required to pay anything in order to get a scholarship. The reason you are applying for a scholarship in the first place is because you are financially constrained, therefore a legitimate foundation would never request money from a would-be beneficiary.

Get as much information as possible regarding the scholarship from the media, relevant websites, or offices. You should never rely on second hand reports where your future is concerned. Get your instructions and news from the correct source.

Make sure you follow the correct prescribed application procedure in good time. It is not prudent to wait until the last minute and then start rushing around. You will make costly mistakes.

Be careful of people who contact you personally to tell you that you've been selected. The process should be as transparent as possible. The announcement for the scholarship awardees from the Madhvani Foundation is publicly published and available from the offices and on the website.

Discover Kakira Guest House



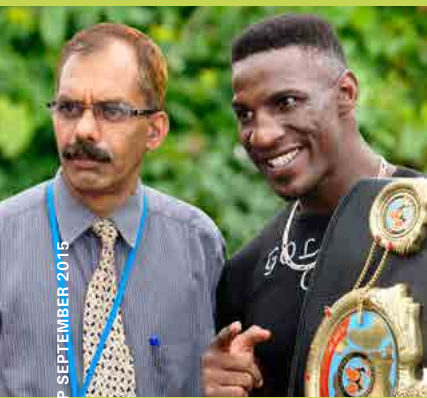
The Kakira Guest House complex boasts 16 luxurious rooms with satellite television services available. It has a bar and four dining areas – indoor, VIP, patio and garden gazebos. There is a lunch time fusion Afro-Asian buffet served every day of the week.

There are also various recreational services such as darts and pool available. All guests have access to our free Wi-Fi services

For bookings or further information, please contact the General Manager, Siva Shanker, on +256 414 444000



You never know who you'll bump into at Kakira Guesthouse! Clockwise from below: Professor Mondo Kagonyera cuts a cake to mark his birthday, Miss Uganda 2014/15 poses with guest house staff and Champion Kickboxer Golola Moses is welcomed by Manager Siva Shanker





Kabuye Sugar in award winning public-private partnership

Sugar: Make it Work

Start project: July 1, 2013 | End project: June 30, 2018

Sugar: Make it Work is an initiative of Kabuye Sugar Works (KSW), the Madhvani Group's Rwanda-based investment. The project is more commonly referred to as IITI, from *Isukari: Imvugo Tuyigire Ingiro*.

Kabuye Sugar Works General Manager, Mr. M. Thiru, says the KSW situation has been far from optimal in terms of cane productivity and sugar production. This is largely due to severe flooding of the Nyabarongo River causing water drainage problems which hamper growing of sugarcane and cane yield. In 2013 alone, floods submerged over 500 hectares out of KSW's 900 hectares of cane plantations. KSW is now making critical investments in water management infrastructure in order to reduce flooding so that KSW and outgrower farmers can make the most of available marshland.

The IITI project is a Public Private Partnership with the funding from the Dutch Foreign Ministry and Kabuye Sugar Works Ltd. It is aimed at restoring 1,500 hectares of land designated for sugarcane and improving national sugar production in Rwanda.

In this Public-Private Partnership TechForce Innovations is the lead partner in a consortium consisting of Kabuye Sugar Works, Haskoning DHV Nederland, Milan Innovancy, Karisimbi Business Partners, Wageningen University (Department of Environmental Sciences), Stichting Dienst Landbouwkundig Onderzoek (Centre for Development Innovation), Stichting BiD Network, the Ministry of Foreign Affairs of the Netherlands and the Ministry of Agriculture and Animal Resources of the Republic of Rwanda.

The project's approach is to develop and implement the following intervention strategies:

Water management: The design and implementation of an improved water management solution in the sugarcane marshland, focused on rehabilitating former drainage routes and old river courses to drain the flood plains much faster. By using a 'building with nature' approach, the work will have minimal impact on the environment and ongoing maintenance can be managed easily by local farmers.

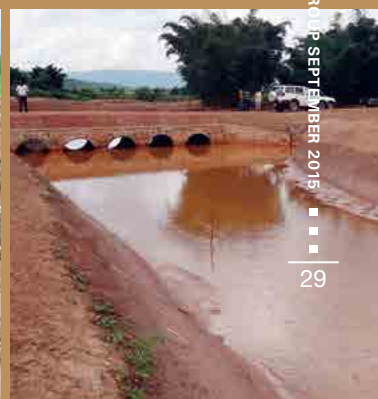
Precision Agriculture: Implementing remote sensing techniques for monitoring the sugarcane development. Through image analysis and crop growth modelling, the solution provides decision support for the farmers to optimise crop management as well as harvest timing, resulting in higher yields of sugarcane for farmers.

Value chain improvements: Organisation of smallholder farmers and increasing the knowledge of local stakeholders by providing tailored training services throughout the sugar value chain.

Institutional embedding: Aligning government policies with the proposed interventions and ongoing project developments.

The partnership won the Public-Private-Partnership Award 2014.

A marshy area in Kabuye before and after bridge construction





Netball changed my life

When Edith Namusosa first began to play netball as a girl in 1984, she had no idea she would go on to become a national referee and certified instructor. She credits netball with instilling discipline in her, keeping her healthy and expanding her horizons.

After school, Edith joined Kakira Sugar Limited as a Master Roll Clerk, a position she retired from at the end of 2014. During her years at Kakira, she voluntarily coached the children at the estate schools in netball. Impressed with her dedication, the Group sponsored Edith to a coaching course in 1996, and later to an upgrading refresher course in Busia in 2003. The qualifications she received there elevated her to a Grade One umpire at national level.

Even after leaving Kakira as an employee, she still comes back to coach the children. She

believes that sports plays an integral role in education, and that children should be encouraged and given time to play and discover their talents. "I have seen netball transform 'difficult' children. They apply the discipline from the game to their lives and to their studies and they begin to excel," she says.

Another direct benefit is sports bursaries, which Edith benefitted from and has gone on to see children she coached do the same. "Children from Kakira's netball team are all over Uganda enjoying free secondary education – they're even at Ndejje University – because of excellence in sport," she says.

Even though boys' netball is relatively new, Edith has led her Kakira Boys Netball team to victory two years

in a row, and as I interview her, she is preparing them to go and defend their title at the 2015 National Ball Games in Mubende.

Edith commends the National Netball Team, the She Cranes, for fighting for their spot at the Netball World Cup, but laments

that netball is not awarded the same importance as football. "I hope people have opened their eyes now. Those ladies did a stellar job at the World Cup, a level our soccer team has never even been able to reach."

Netball has kept Edith healthy, young at heart and energetic. "I intend to continue playing until God takes me; after all the people who first trained me are still active," she says. "I am grateful to the Madhvani Group for helping me live my passion."



Madhvani Group Sports Excellence



The Madhvani Group not only encourages the sporting ambitions of individual members, but also supports sporting activities as part of the curriculum for the children of Group employees. Madhvani Group employees Edith Namusosa and Efrance Nanjogo cut across both these spectrums. They are each accomplished lady athletes, school sports instructors and internationally accredited trainers and referees



Efrance Nanjogo is an Early Childhood teacher and has worked with Kakira Sugar Limited for 24 years, during which she doubles as the estate soccer coach and referee.

Nanjogo's first professional game was in 1995 when she was selected to participate in Women's Day inter-regional games with the Jinja United team. In 1996 she joined the Uganda Women Football team and played against Kenya.

Serious about
soccer



The Kakira estate has proved to be a breeding ground for nascent talent but lack of full time professional trainers compelled Nanjogo to enroll into FIFA's coach training course. With the support of the Madhvani Group she has attended different training camps, and she is a qualified Level D FIFA soccer coach and Grade 3 referee.

"If you are serious about the development of sports, it is important to go for courses and get the right skills and training. I appreciate the Madhvani Group for supporting me in this," she says.

Nanjogo has successfully trained teams at both school and community level, with the recent victory being the Kakira Women Football Club. The team won the Fair Play trophy at the National Women's League 2015.

The mother of three is currently the Chairperson of Uganda Women Football Association and has number of awards and medals to her name.

Excel completes prime hospital projects



Excel Construction Ltd. is currently in the final stages of completion and handing over of two of its largest projects; "Construction of Moroto regional referral hospital" and "Construction and Renovation of Anaka regional referral hospital" which are part of the country wide initiative taken by the Ministry of Health under it's "Uganda Health Systems Strengthening Project (UHSSP) for nine hospitals" with support from the World Bank.

The project value of both Moroto and Anaka hospitals was USD \$ 8.84 M and USD \$ 6.54 M respectively. The scope of works for both projects included; construction of new out patients department, construction of staff houses, upgrade of water supply including supply and installation of 144,000 liter water storage tank and boreholes with solar and electric pumps, construction of new casualty buildings, renovation of existing out patients department, medical wards, mortuary and operation theatre, renovation of existing sewage line and lagoon, external works, construction of new generator house and supply and installation of 150 KVA generator.

Work progress at Moroto hospital is currently at 93 % and Anaka, 89%. Both hospitals will be ready for handover in September 2015.

Excel is also in advanced stages of construction works for two regional referral hospitals in Hoima and Kabale districts funded by Japan International Corporation Agency (JICA) with a total project value of USD \$ 5.62 M. Works commenced in October 2014 and are expected to be complete as per the contract by October 2015.

In addition to the above, Excel has also undertaken a contract for Construction of maternity wards and theatre blocks at

19 selected health center IVs (HCIV) in Eastern and Western regions of Uganda, which are also a part of the same (UHSSP) initiative from Ministry of Health also with support from International Development Agency (IDA)

Total project value is USD \$ 8.13M, works commenced in June 2015 and are expected to be completed by June 2016. Excel is also in the process of identifying and forming key partnerships with reliable and reputable firms with the aim of working on projects throughout the East African region.



Madhvani Steel powers up to reclaim former glory



Madhvani Steel
Strength to secure the future

The Steel Corporation of East Africa, established in 1964, was a leading producer until the unfortunate political turmoil of the 1970s, during which production came to a complete halt. However, since the Madhvani Group repossessed the run down facility in 1996, an extensive rehabilitation programme was under taken to revive the Steel Corporation's lost glory.

The rehabilitation works included installation of a modern 15 MT Induction Furnace, a fully automated Danieli Continuous Casting Billet Machine, Programmable Logic Controller (PLC) operated Rolling mill and Thermal Mechanical Treatment (TMT) equipment.

The factory is now running at full installed capacity and produces 40,000 tonnes of steel products each year to meet the increasing demand for steel products in the country, thanks to the booming construction industry. The Steel Corporation of East Africa produces Angles, Round and Ribbed bars, Flats and TMT bars of 8mm to 32mm.

The factory located at Plot M-2, Bidco Road, Masese Village, Jinja District is a unique blend of nature and technology. It sits on 100 acres of wooded land on the banks of Lake Victoria, and employs over 300 people. It is difficult to imagine that there is heavy duty manufacturing going on amidst the trees and colonies of monkeys peacefully roaming the property.

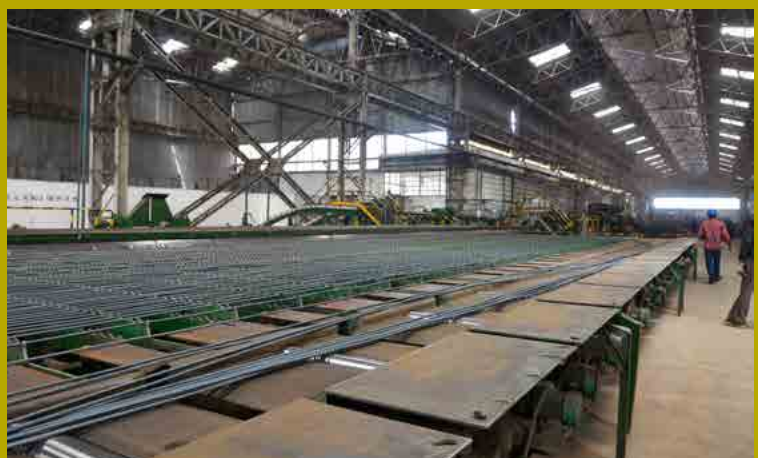
To ensure production of quality products that are internationally competitive, the company commissioned a quality control laboratory, with a modern spectrometer, a Universal Tensile Testing machine to test bar strength of up to 1000kN and other necessary equipment. The Steel Corporation of East Africa is ISO 9001:2008 certified.

Madhvani steel plans to venture into producing sponge iron or Direct-reduced Iron (DRI). This is a viable line in steel production given the recent discovery of over 260 million tonnes of iron ore deposits in the country. The sponge iron process will reduce reliance on scrap metal, and produce superior quality steel at reduced costs.

At the helm of the Madhvani Steel Division is Mr. A. K. Singh, a seasoned professional metallurgist with over 29 years of experience in production operations and management. Mr. Singh has managed several production concerns in India, and Nigeria.



Clockwise from above: The serene office building, Manager Singh, the automated rolling process, cooling the finished bars and pouring the molten steel





*— Achieve —
your Ambitions*

THE MADHVANI FOUNDATION

Scholarship Programme 2015 / 2016

Uganda's largest private sector annual contribution towards education with Ushs 700 million in 2015/2016 alone.



www.madhvanifoundation.com