

# Madhvani

*Group Magazine*

Volume 25 No 1 | March 2017



**Kakira Commissions Ethanol Plant**

**Marasa Africa wows at international  
tourism expos**

**Makepasi Match burns the African  
competition**

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# Editor's Note

Welcome to the first edition of the Madhvani Group Magazine for 2017. I hope you have had a great start to your year.

At the Group, our year began, quite literally, on fire! We are now the proud largest East African producers of ethanol, which burns cleanly as a fuel additive in cars, and will burn even more cleanly in the fuel-efficient ethanol stoves the Group is planning to roll out to Ugandans. Watch this space!

The newly commissioned ethanol plant was officially opened by President Yoweri Museveni at a colourful ceremony where he commended the Madhvani Group for its impactful footprint across trade and industry in Uganda and the East African region over the years.

As the largest sugar producer in Uganda, Kakira Sugar factory has always been a landmark to visit, especially for students. With the addition of the ethanol plant, Kakira cements its position as a trade Mecca, and I strongly recommend that you pay us a visit. It costs nothing and you'll be amazed at the great things happening right under your nose.

In this edition, we will be talking tea – that magical beverage that the world cannot seem to do without. In any case, we make the sugar that sweetens your tea! In a dramatic recovery from the economic turbulence of the 1970's, the Madhvani Group's tea estate at Mwera is back on its feet and growing steadily.

We have the usual flood of awards and accolades for our companies and staff who are excelling in their various fields. We are particularly proud of the recognition we received for our community involvement work under KORD and Makepasi Matches, as well as our commendation on for energy conservation in our cogeneration facility at Kakira.

I have found that at the Madhvani Group, partnerships, legacy and longevity are important, and we therefore strive to build lasting monuments and relationships. Read about a decades-old building where the beginnings of the Madhvani Group were birthed, and that still stands to this day. We also feature Edgar Wadley – a friend of the Madhvani Group who has been a consultant, advisor and friend for over 50 years.

Let's look forward to more decades of valued partnerships. In the meantime, may all your troubles last as long as your New Year Resolutions!

Have a blessed 2017.

Angela Kintu Rwabose  
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## Kakira Commissions Ethanol Plant

January 23rd saw the official opening and commissioning of the Kakira Ethanol Plant. The inaugural ceremony was carried out in Kakira by President Yoweri Museveni, who was flanked by several ministers and dignitaries, as well as the Kyabazinga of Busoga, H. R. H. William Nadiope.

Ethanol is an alcohol fuel distilled from the fermentation of sugar-containing materials. Ethanol is non-toxic and dissolves in water. Maize, sugar beet molasses and sugarcane molasses are common raw materials used in making ethanol.

Ethanol is mainly used as a solvent in pharmaceuticals, perfumes and cosmetics, detergents and household cleaners, coatings and inks. Ethanol is also used as a chemical intermediate for the manufacture of other chemicals and products.



However, a much larger and growing outlet for ethanol is as a fuel additive to petrol. Globally, fuel ethanol accounts for 73% of production, with beverage ethanol at 17% and industrial ethanol at 10%.

Extra Neutral Alcohol (ENA) is highly purified rectified spirit which has been purified by means of repeated distillation. This repeated distillation is known as rectification. ENA is used for manufacturing alcoholic beverages.

The President, along with the ministers for Finance, the Presidency and Trade, toured the 35 million dollar turnkey facility, which is capable of producing both fuel grade ethanol and extra neutral alcohol. At an annual output of 20 million litres, the ethanol plant at Kakira will be one of the largest in the region, and the largest in Uganda. It will produce ethanol from the 74,000 tonnes of molasses that are created annually by Kakira's sugar production process.

Speaking at the event, the joint managing director, Mr. Mayur Madhvani, said Kakira's ethanol production came with environmental and financial benefits for the nation. He stressed the need for the Biofuels Bill, which would provide for the blending of ethanol and petrol, to be passed in Parliament.

Prior to the opening of the ethanol plant, the 74,000 tonnes of molasses that are created annually by the sugar production process were sold to various parties who used them to make animal feed and also to brew illicit crude liquor (waragi). Most of the brewing is not done in hygienic conditions or to any quality specifications, which often results in mass poisoning of clients and even cases of death and blindness.



Furthermore, there is waste water of distillation with molasses – called vinasse – which these local brewers simply release into nearby water sources.

By going into ethanol production, Kakira not only saves consumers from the effects of illicit brew, but also protects the environment from the harmful vinasse. Kakira's ethanol plant is designed to treat the vinasse to make biogas and a nutrient-rich fertiliser.

In his remarks, the President commended the Madhvani family for supporting Uganda's industrialisation as the largest sugar producer and helping Uganda to save forex that would have been spent importing sugar.

"This ethanol and bio-oil component is a well-timed initiative as the country prepares to start oil extraction. Government is considering introducing a bill in Parliament on blending ethanol and petrol," the president said.

He also called upon Ugandans to be supportive of the initiative at Kakira, because the factory was a Ugandan business. "Indian factories are located in India, this is a fully Ugandan business," he said, warning detractors not to sow seeds of discord.

He asked the out growers and the factory management to get together and harmonise their issues because they were all working for the betterment of Uganda's economy.

Fuel blending is common practice across Europe and America, and is increasing in Asia, but the legal framework required for ethanol-fuel blending to happen in Uganda has yet to be set in place. However, the Madhvani Group went forward with the ethanol plant in the expectation that this legislation will be fast-tracked, especially as it will directly concern the drilling and refining of oil in Uganda.

When passed, the Biofuels Act should provide for the compulsory blending of petrol with up to 20% of ethanol, along with tax rebates for bio-fuel producers. It is envisaged that within the next few years, when Uganda starts to extracting and refining of her own reserves to produce petroleum products, blending bio-ethanol with petrol will increase the overall product availability for local use and export or will prolong the lifespan of the country's oil fields. Before that, however, blending with ethanol could reduce the amount of petrol imports and save the country much needed foreign exchange. As of September 2016 Uganda was spending about \$109.584 million (Shs391.2b) annually on importing fuel.

Kakira will not be selling the ethanol on the direct market, but to firms that are currently engaged in the distribution of petroleum products. Ethanol can also be used in cooking, which might help preserve at least 100,000 hectares of forest cover which is annually cut down for charcoal and firewood. To this end, Mayur Madhvani said Kakira was currently working with a US-based firm to develop an ethanol-powered cooking stove.



# Marasa Africa wows at international tourism expos



This year we took Marasa to the world by participating in a series of international tourism exhibitions. "The primary focus of this year's marketing strategy for Mweya Safari Lodge is to increase its visibility, both locally and internationally. These shows are focused on long term relationship building," Marasa Director of Operations Anil Ghei explained.

The Marasa team kicked off in January with the SATTE Travel Show in New Delhi, India, where Mr. Ghei and Marasa Marketing Manager Rukia Mwai represented Mweya Safari Lodge.

The three-day event witnessed participation from over 750 exhibitors and participants from over 35 countries. The Marasa stall mainly promoted the uniqueness of Mweya Safari Lodge plus what Uganda as a whole had to offer.

The next stop was the Berlin-based ITB Tourism Trade Show in Germany in March. Ghei and Mweya Safari Lodge General Manager Hennie Carstens attended as part of the Uganda Tourism Bureau stand representing Uganda.

ITB is the largest tourism trade show in the world, with this year marking its 50th anniversary. The five day trade show attracted some 10,000 exhibiting companies from 187 countries and regions 180,000 visitors.

Carstens said a good number of visitors showed interest in gorilla trekking safaris, lion experiential tracking, balloon safaris and night game drives that are all on offer at Mweya Safari Lodge.

Third on the circuit, Ghei attended the Arabian Travel Market (ATM) Trade Show in Dubai in April where there was a lot of interest in the Marasa stall. Arabian Travel Market is the leading international travel and tourism event within the Middle East.

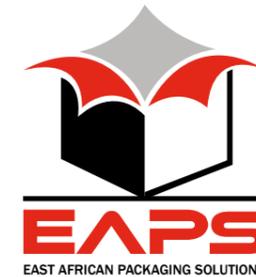
Over 2,800 exhibitors from 87 countries participated in the event. "We had many pre planned appointments as well as a large number of visitors at our stand. The Middle East remains a strong market for East Africa," Ghei said.

Marasa Kenya was not left out, with Kandarp Amin, Head of Sales and Marketing at Marasa Kenya, attending the Magical Kenya Travel Expo in October. The Magical Kenya Travel Expo (MKTE) is an annual, high profile international tourism exhibition organised by the Kenya Tourism Board (KTB) that attracts participation from both local and international trade partners, as well as the Kenyan public.

Marasa is committed to offering exciting packages and promotions, continuously evolving the product, increasing the level of service and expanding the basket of activities offered to travellers.



EAPS visits Abacus, L to R: Moses Buyemba – Accounts Manager Abacus, Anatharaman Nagarajan – CEO Abacus, James Oyugi, Finance Manager Abacus, Roni Madhvani – MD EAPS, Muhamed Nizam – Marketing Manager EAPS, Sanjay Somani – Finance EAPS, Rogers Muwonge – Human Resource Manager Abacus, Peter Maswera – Production Pharmacist



## Expect top customer service, flexibility at EAPS

At East African Packaging Solutions you can expect not only quality products but excellent customer service to meet your every need.

Long term clients Abacus Parenteral Drugs Limited have experienced firsthand the great lengths to which our Jinja team will go to ensure a quality and timely service. Despite technical constraint, the EAPS team worked flat out on an emergency order of 2,000 boxes on a Sunday, delivering them to the Abacus plant before 5:00pm.

The CEO of Abacus Parenteral Drugs, Mr. Anatharaman Nagarajan, was amazed and grateful for the quick response under pressure because any delays in receiving the boxes would have led to a shutdown of their planned production. Congratulations to the Jinja team for their quick and efficient response.

Thereafter, EAPS Managing Director Roni Madhvani paid a courtesy call to Abacus, accompanied by Marketing Manager Muhamed Nazim and Sanjay Somani of the Finance Department.

We look forward to maintaining the great working relationship with Abacus and all valued clients.



EAPS holds a ceremony to recognise and award workers who have completed five years with the company. Chief guests at the function were Mr. Parag Shah, Madhvani Group CFO and Mr. Anantharaman, CEO of Abacus. 4.12.16

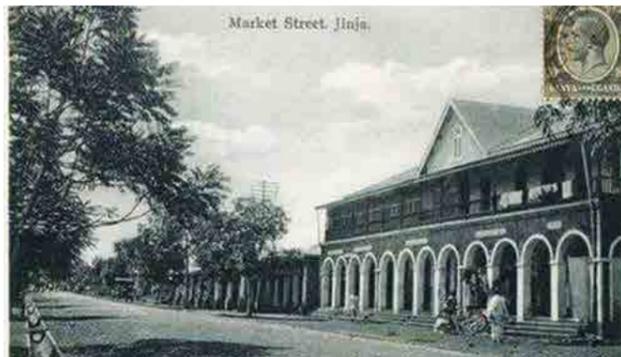




# Madhvani Group awarded for preserving heritage building on Main Street



L to R: Clark and Barungi receive the award from Drani and Bukunya



The building, which was located on then Market Street, is depicted on a postcard in November 1922. The card carries a King George V 10p postage stamp for the territory of Kenya and Uganda

The Madhvani Family was awarded the 2016 National Tangible Heritage Prize, in recognition of its outstanding contribution in preserving our built heritage. The award in particular recognised its efforts to conserve the Head Office building located on Main Street in Jinja.

The National Heritage Awards, which are organised by the Cross Cultural Foundation of Uganda (CCFU), respond to the urgent need to preserve and promote Uganda's rapidly vanishing cultural heritage. The June awards ceremony coincided with a celebration of CCFU's 10 years of existence. The Madhvani building was first constructed in 1922 and has since been maintained in its original form. It currently houses the offices of the Madhvani Group.

CCFU received over 60 nominations out of which 6 nominees were selected by a panel of Ugandan heritage experts. The award was presented by Ms. Emily Drani, Executive Director CCFU, and Prof. Austin Bukunya of Makerere University. The certificate, plaque and cash reward of Ughsh2 million was received by Kakira Sugar Limited Assistant to General Manager Kenneth Barungi, Projects Manager Martyn Clark and Jinja Properties Manager Emmanuel Rwabose.

Mr. Barungi spoke briefly about the history of the building and its' central role in the formation and growth of the present-day Madhvani Group Ltd and Mr. Clark shared with the audience a brief story of the building's renovation. The sh2m award was thereafter donated to charity.



# Madhvani Properties Division commended by clients



The Madhvani Properties Jinja Division recently received a glowing commendation from longstanding tenant Welcome Home Ministries Africa. This was after they concluded the first phase of a large renovation project for the Jinja-based orphanage.

Welcome Home Director Ms. Mandy Sydo recently wrote to say: "Thank you so much for the wonderful restoration work being done at the property. Blessings!"

The outstanding team was led by Hemant Patel, the Properties Maintenance Supervisor, assisted by Carpentry's John Bosco Okoth.

Madhvani Properties is committed to professionalism, integrity and client satisfaction. For information about letting commercial, residential or warehousing properties in Kampala or Jinja, please email enquiries to [properties@madhvani.org](mailto:properties@madhvani.org).



# Madhvani Group acquires Rwanda's Umubano Hotel



On the occasion of exchanging the agreement signed by Madhvani Group for acquiring Hotel Umubano in Kigali Rwanda

L to R: Kamlesh Madhvani Mayur Madhvani, Joint Managing Directors Emmanuel Butare, Court Appointed Liquidator for the Hotel, K. P. Eswar, Director-Corporate Affairs, K. N. Nair, Executive Director.

The Marasa Africa umbrella will soon boast a Kigali outlet, after Madhvani Group in January concluded the purchase of Umubano Hotel in Rwanda.

The four star hotel has 100 rooms, 14 suites, four conference rooms, a swimming pool, tennis court, and a mini-golf course, and is located approximately 5km from the heart of Kigali. The government of Rwanda put the property up for sale in 2013, and it has been acquired for US\$20million. With hospitality and tourism properties in Kenya and Uganda, the Madhvani Group has cemented its footing across the East African region.

Data from the Rwanda Development Board shows tourist arrivals in the country increased from 1.26 million in 2014 to 1.3million in 2015 as a result of aggressive marketing. The addition of Umubano to the Madhvani Group means that tourists can get a full circuit of tourism options in the region. Umubano Hotel is the second large Madhvani Group acquisition in the region after Kabuye Sugar Works. The facility is now set to undergo massive renovations.





MARASA  
India

Architect receives  
prestigious Prix  
Versailles award for  
Tirupati design



Shimul Javeri, one of India's best-known architects, was awarded this year's Prix Versailles award for restaurants and the special prize for an exterior (hotels category) for her architectural work on the Marasa Sarovar Premiere Tirupati.

At a ceremony held at the symbolic UNESCO Palace in Paris in May, Javeri was honoured with the World Architecture award for commercial stores, hotels and restaurants. This world award singles out the architects and owners of shops, hotels and restaurants that are found to be particularly remarkable, from a perspective of their exterior architecture and their interior design.

For the hotel, Javeri was commended for interpreting the Dashavataras, the 10 avatars of Lord Vishnu, through symbology, colour and emotion, an intangible yet powerful architectural tool.

Javeri was one of only nine international architects recognised for the winning projects located in Brazil, Cambodia, France, India and the USA.



## Marasa Sarovar Premiere Tirupati giving back to the community

In the true spirit of making a difference, Marasa Sarovar Premiere Tirupati supports a local charity named Abhaya Kshethram.

The organisation provides residential care and rehabilitation services for orphans with disabilities. These include the mentally challenged, visually or hearing impaired or physically disabled. Abhaya Kshethram also caters for those adults with similar challenges who have been ostracised by society.

Marasa Sarovar Premiere Tirupati collects a voluntary contribution of 20 Rupees (about Ugsd 1,000) from each guest, and matches it with an equal amount from the hotel each month. The total amount is then collected and donated to Abhaya Kshethram.

General Manager Subrata Banerjee thanked all the guests who graciously contributed to the cause and make the support possible.

## Marasa Sarovar Premiere Tirupati scoops certificates of excellence, ranks in top 1%

In other news, Marasa Sarovar Premiere Tirupati was awarded twice by TripAdvisor. Firstly, the hotel received the Certificate of Superior Service Excellence Award 2016.

Brands that continuously achieve exceptional ratings from TripAdvisor travellers and provide excellence in hospitality are presented with this award.

Furthermore, in the TripAdvisor 2017 Traveller's Choice Awards, Marasa Sarovar Premiere Tirupati scooped the Travellers Choice Award for 2017 under the Families Section. This award means that the hotel is considered ideal for and by Families.

This award ranks Marasa Sarovar Premiere Tirupati in the top 1% of hotels in Asia.

General Manager Subhomoy De reiterated the commitment of the staff towards providing a consistent and impeccable service.

"When our guests appreciate us on TripAdvisor by giving great reviews, we feel that our hard work and

dedication is being recognised and that's truly motivating," he said



## Five decades with the Madhvani Group

*As the Madhvani Group fast approaches its 100th year of existence, it has been through many varied seasons. While its success depends on the hard work of many people at all levels, few individuals have had as unique a view of the Group as Mr. Edgar Wadley. He shares some highlights of his 55+ years of financial consulting for the Madhvani Group.*

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In July of 1958, Group patriarch Muljibhai Prabhudas Madhvani passed on, and his elder sons – Jayant and Manubhai – took over the reins of the business empire. They soon determined that the best way to honour the wishes of their father was to place his assets into a family trust. They sought the assistance of a firm to iron out the details, and their search led them to a London Chartered Accounting company, Midgley Snelling.

It was here that Jayant and Manubhai first met Edgar Wadley, a partner at the firm. He took charge of the creation of the family trust in 1960, and placed the Group assets into trust in EMCO Ltd and East African Holdings Ltd. This was the start of a long relationship with the Madhvani family and Group which has since spanned five decades and numerous international assignments.

When asked if he had any idea how far that first meeting with the Madhvanis would take him, he shakes his head with a laugh. “Not at all,” he says. “They seemed like nice people and it was routine work and so we took the job.”

“I first visited Uganda in 1962, for the first of what was to be very many trips back and forth over the years,” Mr. Wadley recalls. “In those days I flew regularly from Nairobi straight to Jinja on the EAA DC3 to update Jayant and Manubhai on their investments under East African Holdings.”

In the years that followed, Mr. Wadley was involved with the creation, financing or purchase of companies in Kenya, Tanzania, India, Lebanon and Uganda. Together with key figures in the Group such as J. V. Paun, S. L. Desai and C. J. Bandi, Mr. Wadley undertook financial consultations on many key projects between 1960 and 1971.

“Jayant and Manubhai had a great vision and drive to expand the Madhvani holdings, and until the sad events of the early 1970s, this is what we focused on,” Mr. Wadley says.

It was not always easy to switch between the different businesses that have come to make up the Madhvani Group, but he welcomed the challenge. A sugar estate, steel factory or tourist lodge, for example, may seem worlds apart, but to Mr. Wadley the challenge is essentially the same. “I believe that you learn and adapt as you go along. When you are asked to find a solution to a problem, you will find that at their core, the business elements and the structures involved are similar.”

Jayant Madhvani’s sudden death in 1971 was a huge blow, and while the family was still reeling from the aftermath, Idi Amin made his infamous August 1972 declaration that all Asians be expelled from Uganda. It was such a shocking and unbelievable decree, that at the start few people took it seriously. However, Amin left them in no doubt of his resolve when he imprisoned Manubhai Madhvani in the infamous ‘Singapore Block’ of Makindye Barracks.

The Madhvani family realised they had to leave their home, and they tried to make provision for the businesses in their absence.

“When it became clear that it was dangerous for the Madhvanis to stay in Uganda, I came to Kakira to meet the new manager, William Rogers, who was supposed to be staying behind to oversee things in their absence,” Mr. Wadley says.

The situation in the country was already so tense that upon his departure, he spent 45 minutes at the Entebbe airport having his small bag searched by security agents. When they were finally allowed to take off, Mr. Wadley, the airplane crew and his fellow passengers celebrated in their relief.

However, despite the attempted measures to ensure continuity of the Madhvani businesses, Amin’s government took over all the properties and businesses left behind by the fleeing Asian families, including the Sugar Works at Kakira. All these companies and factories were subsequently run into the ground by the numerous inexperienced soldiers, cronies and other government agents Amin appointed to take over and run them.

As the Madhvani family fled to safety Amin continued to hold Manubhai, barefoot and barely fed, at Makindye. For three weeks, he witnessed fellow prisoners being routinely tortured and summarily executed until fortunately, Amin finally chose to release him. Mr. Wadley received news of the release while waiting at the airport to board a flight from Sydney, Australia to London.

“I flew to India straightaway to meet with Manubhai’s wife Jyoti, from where I proceeded to Nairobi to wait for Manubhai,” Mr. Wadley narrates. “I was met by J.K. Chande, and together we waited until the next day when we confirmed that Manubhai was safely on a flight to India.”

Although the bulk of the Madhvani business and personal assets were based in Uganda and had been taken over by Amin, there were still business concerns in other parts of the world. After leaving Uganda, the Madhvani family met in London and agreed to divide these international assets between them. As each family unit managed its own businesses, Mr. Wadley was still called on for his assistance and financial expertise during the next seven years, when the holdings of the Madhvani Group outside Uganda grew.



When Amin was finally toppled in 1979, there was a flurry of activity to recover all the Madhvani assets in Uganda, and Mr. Wadley was still on hand as a financial advisor and consultant in the subsequent recovery process. In just seven years from the expulsion of Asians to the ousting of Amin, the factories had been looted of all working equipment. All movable steel, including railway lines had been dismantled and sold for scrap, while plantations of tea and sugarcane had turned to overgrown bush and forest.

Getting things back online was an uphill task, but none more so as re-planting the sugarcane estate and resuming production at Kakira, the flagship company and home base of the Madhvanis. “All my years of working with the Madhvani Group have been good, but it was especially fulfilling to recover the sugar estate and to see it running smoothly again after the turbulence of the 1970s,” he says.

Mr. Wadley is still a consultant for the Madhvani Group, and routinely travels to Uganda and elsewhere as he advises the current Managing Directors. He says that now, as in the 1960s, his experience with the Group is a positive and fulfilling one. He commends the professional team of people who assist the Madhvanis to ensure that the Group activities run smoothly. The only difference perhaps is that he can now pick up the phone and call the directors instantly.

“Back in the 1960s, communication was by cable, using Bentley’s second code,” he explains.

Messages had to be as short as possible and one needed to know Bentley’s code in order to read the message on the recipient’s side. This technology was followed by the telex and then the fax machines, which have now been made obsolete by emails and other internet-based communication systems. Mr. Wadley, however, prefers to be reached by fax. He also still holds the memories of Jayant and Manubhai, and commends their exemplary leadership in keeping both the business and the family together. “They were a remarkable team,” he says. “Jayant could always be relied upon to see everyone’s point of view and put things together for the best benefit.”

Mr Wadley was struck by Jayant’s loyalty and commitment to Uganda. “Where Jayant was an extrovert, Manubhai was quieter, taking notice of all the details it takes to run a business,” he says. “Manubhai was good with numbers and together they made a great combination.”

Mr. Wadley points to the challenges of running a family business, and says that the commitment of the family to the legacy and vision of Muljibhai Madhvani has laid a good foundation for continuity of the business.

“They have adopted the best possible model, where the family owns the business and hires the right professionals to steer the day to day running,” he says. “It is important to surround yourself with good people.”



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1. Prime Minister Ruhakana Rugunda (in yellow tie) arrives at Kakira Airfield for an official visit to the estate 29.04.16
2. Prime Minister Ruhakana Rugunda shares some final thoughts with Joint Managing Directors Mayur Madhvani and Kamlesh Madhvani before his departure
3. Directors from East African Holdings Limited on tour at the Kakira Sweets factory. L to R: Scott Pearman, Mayur Madhvani, Mike McCabe, Mary McCabe, Dhawal Modi, Marcello Ausenda, Saskia Pearman, B. Mahesh, Sweets Factory Manager V. D. S. R. Prasad and Shaik Sahib 10.9.16
4. EAHL directors visit Kakira - L to R: Works Manager Chris Strathern, Shrai Madhvani, Kakira General Manager Christian Vincke, Mayur Madhvani, Roni Madhvani, Pratap Madhvani, Mary McCabe, Marcello Ausenda, Saskia Pearman, Mike McCabe, Kamlesh Madhvani, Scott Pearman and Assistant to General Manager Kenneth Barungi 9.9.16
5. The Chairman of the Civil Aviation Authority visits Kakira: L-R: Kamlesh Madhvani, Mayur Madhvani, (Chairman) Eng. Edward Ndawula, Company Secretary S. K. Iyengar, Corporate Affairs Secretary K. P. Eswar and Rickin Madhvani 28.4.16
6. Mayur Madhvani welcomes Finance Minister Matia Kasaija to Kakira 6.08.16
7. Special guests tour the ethanol plant site. L to R: Giles Foden, Kamlesh Madhvani, Manoj Papat, Lord Dolar Papat, Ignatius Desouza, Chris Strathern, Sanjay Tanna and Sheila Madhvani 26.6.16
8. Madhvani Foundation alumni pose for a photo after a Skills training workshop conducted by Samara Madhvani (4th left)
9. Mwine Jim Kabebo, Agriculture Minister Vincent Ssempiija, Kamlesh Madhvani and Agriculture Manager Dr. Mannuru Reddy touring the sugar factory 27.6.16
10. Kakira General Manager Christian Vincke (left) and Mayur Madhvani (centre), host a visiting team of MPs who were on a fact-finding mission regarding working conditions 18.10.16

# Makepasi Match burns the African competition



Makepasi Match Limited, the Jinja-based manufacturer of wax matches this year upgraded Unit 2 of the factory and made other technical and infrastructural improvements within the plant.

As a result, in March this year, Makepasi Match Ltd achieved a record production of 40,159 cartons or 40,159,000 individual matchboxes. General Manager Subramanian Krishnamoorthy noted that at this production level Makepasi is now the largest manufacturer of wax safety matches in Africa.

It was only fitting that in recognition of this achievement, Makepasi staff got together to celebrate not only the production milestone, but the good industrial relations prevailing at the plant.

Production manager Mary Ahairwe stated that the factory was operating at optimum efficiency due to the effective working relationship between the directors, management and the employees.



# MAKEPASI UPGRADES TO Q-MARK CERTIFICATION

Makepasi Match Ltd was recently recognized for "Most effective Program in Community Involvement and Development" for employing physically challenged people in our manufacturing facility.

The CSR awards were organized by Uganda Manufacturers Association, GIZ, the Private Sector Foundation Uganda, the Federation of Uganda Employers, the Uganda Investment Authority, the Uganda Small Scale Industries Association and ministry of Energy. A total of 15 companies were recognized for giving back to the community during the 2016 Corporate Social Responsibility (CSR) awards dinner held at the UMA hall in Lugogo, Kampala on November 30, 2016.

A team of experts visited our facility on the 4th of November 2016 analyzed various activities, inspected our submissions to them on CSR and interviewed various personnel.

The employment of people with disabilities has been a key initiative led by our directors and senior staff since 2013. In many respects Uganda lacks a social security net for people with disabilities and many sectors would traditionally consider them unemployable however with some forethought and a willingness to help we have been able to allocate certain specific jobs for them enabling them to become productive wage earners in society.

Makepasi Match Limited will continue to support people with disabilities who genuinely have a desire to work and earn an income.

In other news, the audit team of the Uganda National Bureau of Standards (UNBS) visited Makepasi Match Ltd on 17th November 2016 and conducted a thorough survey of our manufacturing process, quality systems, safety operations, hygiene, awareness of safety precautionary standards and employee training needs among others.

Makepasi was subsequently granted the Q Mark by UNBS on our Krishna Wax Safety Matches with effect from 12th January 2017.





# Mweya hosts Presidents

In 2016, Mweya Safari Lodge hosted many VIP guests, chief among whom were Presidents Yoweri Museveni of Uganda, Joseph Kabila of the Democratic Republic of Congo and the former president of Sri Lanka.

Sri Lanka's Mahinda Rajapaksa (pictured below in black shirt) visited Mweya Safari Lodge for a weekend in April on a private leisure trip.

President Museveni made two separate trips to Mweya in April and August. The April trip was a security tour of the Rwenzori region, while the August trip was to meet with DRC President, Joseph Kabila.

Mweya Safari Lodge General Manager, Crispus Mwamidi, said they were honoured to host the three dignitaries. "We look forward to offering the same presidential services to VIPs and our valued guests throughout 2017," he said.



# Jinja Sailing Club participates in Kampala Restaurant Week



For the second year running, the Kampala Restaurant Week took the capital city by storm. A globally celebrated event in major cities such as Cape Town, London, New York and Tokyo, the Restaurant Week allows diners to experience special menus at some of the city's top restaurants. This year, however, Jinja Sailing Club joined in the 10-day long event as the only upcountry restaurant.

This year forty restaurants each showcased a unique three-course meal featuring Main Course, Starter, and Dessert. Chef Noman Qureshi at Jinja Sailing Club offered up the following:

- Avocado, cucumber and mint soup
- Lentil Aranchini
- Zaferrano e Risotto Verde Piselli
- Passion fruit and wine grape cheesecake

The menu received excellent reviews, with diners commending the plush surroundings, great views and first class service that accompanied the meal.



## Giving back to Kakira



When Pranjivanbhai Chavda began to work in Kakira in 1961, he was sowing the seeds for a lifelong attachment to the estate for his son, Prakash. Pranjivanbhai was a tailor by trade and was employed at the bungalow of Manubhai Madhvani. He and his wife raised their family of eight children in a house in Kabiza Division. Although the house has since been demolished, Prakash holds fond memories of his time there.

"I recall getting soaked in the irrigation system near our house – K0 – in Kabiza," he shares. Together with siblings and friends, Prakash used to play on the railway tracks, walk to Linya Hill for picnics, escape to Nyanza for fishing or even walk / cycle to Jinja.

"Kakira was always a close-knit community where everyone was there to help each other in times of need," Prakash says. It is this sense of community that re-enforced his parents' teachings. They believed in always helping those less fortunate, and they constantly passed on the importance of this to their children.

"Our father was a proud man with a lot of honesty, integrity and work ethics," Prakash says. He took his father's advice and example seriously, excelling in his Primary Leaving Exams at Madhvani Primary School in 1966 and embarking on secondary education at Jinja Senior Secondary School.

Kakira estate seems to have chosen a life path for Prakash, who showed an aptitude for numbers and decided early in life that he wanted to pursue accounting as a career. Every Sunday morning, at the Kakira sokoni (market day) Prakash honed his skills in mental arithmetic, negotiation, accountability and the ability to remember details. "My mother used to give me Shs5 and a shopping list of items with their units/weights," he explains. "I had to negotiate with local market traders, and I learnt the concept of value for money where you paid the least amount of money for the best quality of food."

With his accounting dream decided, Prakash completed his secondary education and his father sponsored him to go to London to become a qualified accountant. "He borrowed big sums of money from family friends to secure my future, and I will never forget his sacrifice, or that of my mother," Prakash says.

Unfortunately, tragedy struck a few months after Prakash arrived in London. His father passed away suddenly in July 1971, leaving Prakash without a sponsor. He had to find a job (in a Ford motor factory) to support himself and his family. "In the midst of that trying time, the extraordinary generosity of the late Mr. Manubhai Madhvani was a great comfort," Prakash says. "Thanks to his kindness, he looked after my family for more than a year after my father's death, until we were able to move everyone to London."

Success did not come automatically, but with hard work, integrity and determination Prakash excelled and accomplished his dream. Now retired, he has turned his attention to building on the legacy of his humble parents. He has returned time and again to Kakira, to visit, offer assistance and inspire. In 2013, Prakash was accompanied by his two brothers Harshad and Rasik, and three of their sons. They contributed to provision of safe water, scholastic materials and free eye care, among other projects.

This year, Prakash spent a fortnight visiting each of Kakira's six nursery, eight primary and one secondary school, providing a special meal, scholastic materials and above all, motivation for the young people and teachers. He emphasised parent participation, mastery of basic arithmetic principles and building a reading culture as ways to improve the education experience.

"Without the foundation of a great education, I would not have accomplished all I have in life," Prakash explains. "The children need to understand the great sacrifice their parents are making and take advantage of it to push themselves forward in life."

He doesn't believe in making excuses, rather, in finding solutions. And with his own life story as an example, he knows the sky is the limit for the children of Kakira. "We can all give something to the future of these children – whether it is your time, money, a book or just some advice," Prakash says.

Despite living with the triple challenge of a pacemaker in his heart, diabetes and Parkinson's disease, Prakash retains a positive outlook on life and chooses to actively honour the legacy and memory of his beloved parents in the place he cherishes as their family home – Kakira.



## What's brewing at Madhvani Tea



About 40km outside Kampala, and 30km before Mityana town, there is a township called Zigoti. Several decades ago, the area of Zigoti was famous for coffee production. Now, however, it is home to the nucleus of Madhvani Group's tea production.

Turning off the highway at Zigoti will lead you to Mwera tea plantation and factory, which sits on 1,000 hectares of farmland, natural forest and wetlands.

"We are currently growing tea on 300 hectares," says Ayan Banerjee, the General Manager at Mwera Tea Estate. "However, we are undergoing an expansion project for 2016/2017." The expansion will almost double the tea plantation to 500 hectares.

The tea production is supplemented on a minimal scale by about 15 outgrower farmers who live in the nearby villages. They contribute approximately 200,000kg of green leaf per annum. Lameck Kiirya, the deputy General Manager, says Mwera gives the outgrowers technical assistance to ensure a good quality product.

"We support them with tea plants, training workshops, on-site training and weedicides," he says. "We hope more farmers around us will gain an interest in becoming outgrowers."

### Back from the brink

Mwera Tea estate was established in the early 1940s, and was not spared by the political and economic upheavals of the 1970s. From 1970 to 1985, the factory lay silent, as the tea trees grew wild and were overrun by wild vegetation. When

the decision was finally made to re-establish Mwera, it was practically a jungle.

The plantation was restored to productivity in the early 1990s, and now produces an average 2.3 million kilogrammes of green tea per annum. "Usually, 100kg of harvested green leaf will produce about 25kg of tea," Banerjee says.

The bulk of the tea from Mwera – about 95% – is exported and sold through the Mombasa Auction. Here it is purchased by various consumers and blenders. The largest market is Arab countries, which are predominantly tea-drinking societies. Other buyers take tea from different sources and mix it to make unique blends for packaging and resale.





#### Growing a good tea

A tea tree takes four years from planting to maturity, but after that can be maintained and harvested for decades. According to Kiirya, the ideal spacing for the trees is two feet apart for trees in the same row, and four feet between each row.

Plucking of green leaf is done every 15 days, and involves harvesting ideal leaves on the top while leaving enough maintenance foliage. Maintenance foliage refers to the leaves the tree requires to make food for itself and keep growing healthy.

After harvesting, the tea must go straight to the factory for processing, therefore proximity to the factory is very important. The process by which the green leaf is transformed into tea is called 'cut, tear and curl', or CTC. "The majority of the world's tea, about 70%, is made by this method," Banerjee says.

Other methods include using high pressure steam or plucking unopened tea buds, and this creates what experts call premium or luxury teas.



#### The tea-making process

Eva Mbedha, the Factory Manager at Mwera estate, oversees the transformation of tea from green leaf to black. She explains the process, which begins with a stage called Withering.

When they arrive at the factory, tea leaves are full of moisture. Withering reduces their water content to about 60%–70%. This is done by laying out the tea leaves on a wire mesh. Air is then passed over them, gently drying them out. "This can take between 12 and 17 hours, depending on the weather and the quality and amount of green leaf," Mbedha says. Withering makes the leaves pliable enough to move to the next step, where they are passed through a series of machines which cut and roll the tea into tiny pieces. This process breaks down the leaf cell structure, which releases the juices and oils from the leaves, giving each tea its distinctive flavor. Mbedha explains that some of the world's most expensive teas are rolled by hand.

Cutting up the tea leaves automatically sets off the next process, which is oxidation. Oxidation determines the colour, taste and strength of a tea. The more oxidized the tea, the darker it will be. The leaves are put in troughs or laid out on tables for between 30 minutes and two hours, at a temperature of about 26°C. During this time, enzymes inside the leaves react with the air around them.

The next stage is called Drying or Firing. Once the leaves have been oxidised to the right level, they are passed through hot air dryers, which dry the tea evenly. The drying reduces the water content to about 3%, halting oxidation and locking in the final flavor of the tea.

"After drying, the tea is ready to be sorted and packed," says Mbedha.

Different sized tea leaves brew at different speeds, therefore the leaves must be separated into batches of the same size. Next, they leaves are classified by size, type and appearance, and finally packed into foil-lined paper sacks which keep the leaves dry for their journey to market. The packaging also prevents the tea from absorbing external moisture and smells, Mbedha explains.

The finished tea must be sold within three months, and usually leaves the factory for the Mombasa auction house within a week from processing. After a three day journey by road, the tea from Mwera is ready for sale.

#### Growth and expansion

Since 2016, there has been a steady expansion of the tea-growing area at Mwera. "We plan to add 200 hectares to the total tea growing area," Banerjee says. The new tea tree seedlings are grown and matured for transplanting in a nursery tucked away within the Mwera estate.

The tea picking is also now completely mechanised. It used to be done by hand, which was time consuming and required special skills that could only be honed while on the job. Purists insist that tea picked by hand is of better quality, but Kiirya has noted that with time, the tea bushes grow out in a way that is optimal for machine harvest.

Mwera is also encouraging a few tea outgrowers in the

area. They supply technical advice and on-site training to interested persons.

#### Estate life

Mwera estate exudes an air of peace and calm and the undulating hills of green bushes give one the same sensation as being by a lake. On the day we visited, the pace was even slower than usual, due to a prolonged drought. "In the dry season, we are not able to harvest as much tea," Kiirya explains. The tea is usually processed in the night.

Every Monday, Mbedha shuts down her plant for regular maintenance of the machines.

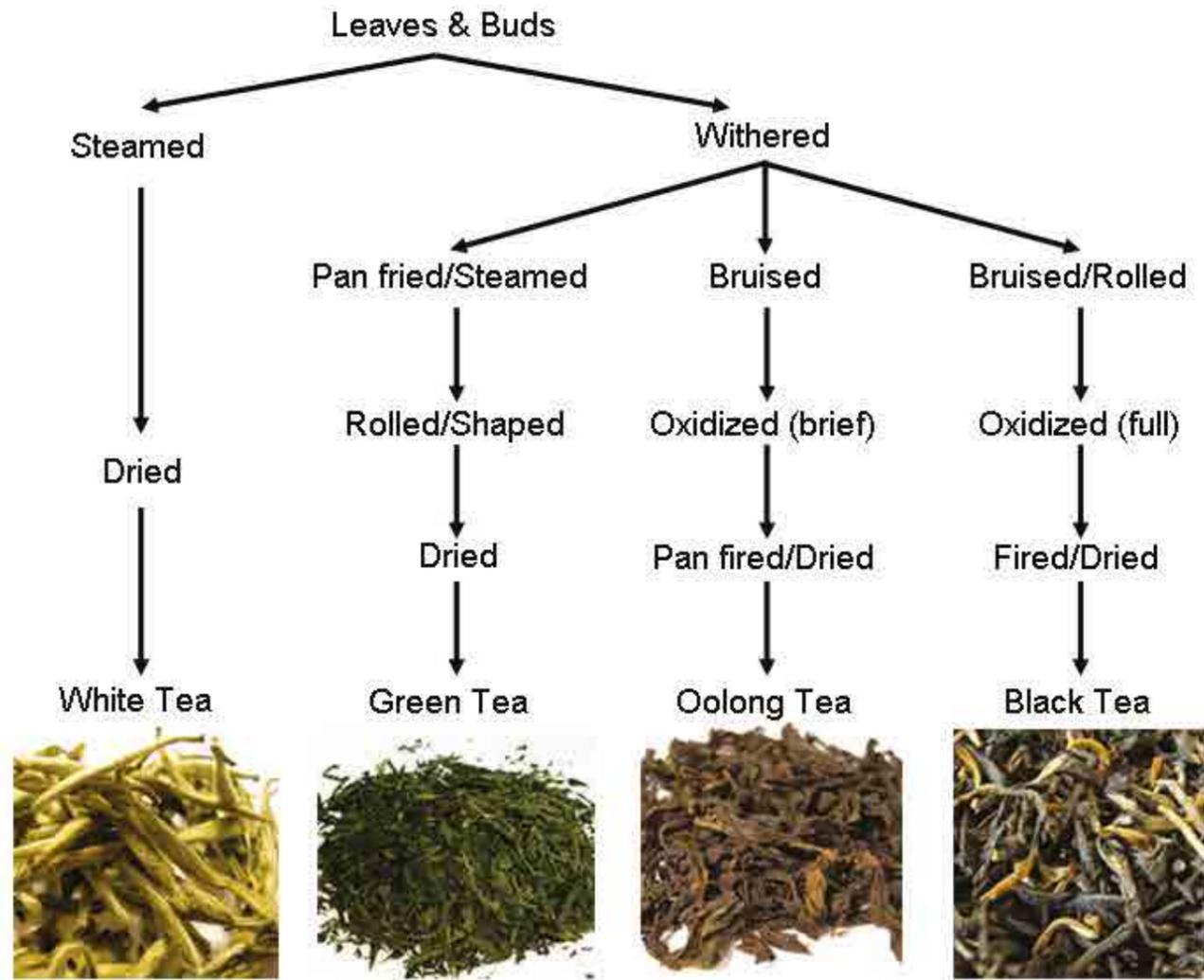
The majority of the workers in the tea fields are women, and many of the workers live on the estate with their families. Some come from the surrounding villages. A small primary school on the estate educates 150 of the workers' children, from P1 to P7.

This pace of life is mirrored on the Nakigalala Tea Estate – located in Kajjansi, Wakiso District. Presided over by Manager Karunthandandy Sushand, Nakigalala is a satellite tea estate which also supplies the Mwera factory. Nakigalala has 188 hectares of land planted with tea bushes, and produces 1.2 million kilogrammes of tea per year.

The combined workforce on both estates is 110 pluckers and 18 staff members. Tea picking has also recently been mechanised on the Nakigalala estate, however, there are no immediate plans for expansion there.



# The traditions of tea



Tea originated in Southwest China, where it was first used as a medicinal drink. It became popular as a recreational drink and spread to other East Asian countries. Portuguese priests and merchants introduced it to Europe during the 16th century, and from there it spread to the British in the 17th century. They soon started large-scale tea estates in India to bypass the Chinese monopoly.

Processing the tea in different ways creates different kinds of teas, however, these are not to be confused with herbal infusions. What people refer to as 'herbal teas' are actually beverages made from the leaves of other herbs and plants, and do not contain any tea at all. Examples include lavender, chamomile, rooibos and lemongrass.

Tea drinking eventually spread across the world, and it is most prevalent in Asia and in Arab countries, where the consumption of alcohol for recreation is prohibited.



Every little girl loves her toy tea set, and many a parent has been forced to sit down and sip at imaginary cups of tea while eating imaginary cakes. What is it about tea that has taken such a hold of us that we drink it morning, evening and sometimes through the day? Tea is actually the second most consumed drink in the world, with water as the first.

Tea is basically an aromatic beverage prepared from the leaves of the *Camellia sinensis*. All tea comes from varieties of this evergreen Asian shrub. The processed leaves are soaked in hot or boiling water to release their taste and aroma. Some people then drink the beverage as is, or add sugar, honey or milk.

There are many different types of tea, with flavours ranging from bitter to sweet, nutty or a floral taste. The taste depends on how the leaf was picked and processed.





## Madhvani Group at major shows

The Madhvani group is always a strong participant and one of the largest exhibitors in Uganda's main annual trade and agricultural shows.

In July 2016, Kakira Sugar Limited once again lifted the trophy for best large scale exhibitor at the 24th Source of the Nile Agricultural and Trade Show held in Jinja. The show, organised by the Uganda National Farmers Federation, focused on ways to enhance food security in the midst of climate change.

Attended by thousands of students, farmers and small business owners, the weeklong event was opened officially by President Yoweri Museveni.

Later on in the year, the Madhvani Group also made a strong showing at the Uganda International Trade Fair. Held in October in Lugogo, Kampala, the trade fair is a five day event organised by the Uganda Manufacturers Association. It attracts people from all over the world.

A special thank you to all the staff who work behind the scenes and at the stalls to make our exhibits an annual success. See you this year!



## Excel trains University students

In line with the Excel Construction training policy, since the beginning of Makerere University projects, Excel has been actively engaging students studying construction-related courses under various disciplines on Excel sites.

So far, two batches of a total 68 students from Makerere University, Kyambogo University, Uganda Christian University and Muteesa I Royal University have completed their training with Excel and have left to finalise their studies.

It has been a pleasure watching their enthusiasm in learning and gathering knowledge from other experienced staff on site. Excel Construction also offers jobs after studies to students who perform exceptionally during this training period.



Finished work by Excel Construction on Anaka and Moroto hospitals



# Fly with Kakira



Comfortable corporate air travel is closer to home than you think. Kakira offers two options for national and regional private flights. They are professionally staffed and maintained to the highest possible standards.

Our services are suitable for visiting dignitaries, discerning business travellers and holidaying guests alike. We have two main aircraft available.

The Beechcraft 200 King Air is a twin-engine turboprop corporate travel and utility aircraft with retractable landing gear and pressurised cabin. It is configured as a cantilever low-wing monoplane with a T-tail and aft ventral fin.

The Cessna 208 Caravan is a single-engine turboprop, fixed-tricycle landing gear, shorthaul regional airliner and utility aircraft built in the US by Cessna.

Both aircraft can carry eight passengers each, with a lavatory seat and allowance for an in-flight baggage area.

All enquiries to Captain Moses Okello | [bb1650@madhvani.org](mailto:bb1650@madhvani.org) | +256-752-790088/66

**Quick stats**

**King Air B200**  
Crew 1-2  
Passengers 8  
Speed 343km/h  
Range 1,689km  
Empty weight 2,393kg  
Max flying weight 3,995kg

**Cessna 208**  
Crew 1-2  
Passengers 8  
Speed 500km/h  
Range 3,756km  
Empty weight 3,773kg  
Max flying weight 5,693kg



## A taste of the wild with Mara Leisure Camp



Set in what is considered Kenya's prime wildlife area, Mara Leisure Camp is located along the Talek River, at the confluence of the Masai Mara's four wildlife viewing areas on the northern boundary of the Masai Mara Game Reserve.

From Mara, you can view the Great Migration – one of the most exciting spectacles in the world – where two million wildebeest, zebras and other herbivores pass through the Masai Mara from Kenya to Tanzania.

At Mara, you can enjoy a unique safari adventure with our experienced local Masai guides, as well as educational outings to the community. For the discerning palate, we have expert chefs who deliver mouth-watering 5-star cuisine that can be enjoyed as a bush dinner for that ultimate experience.

Accommodation options range from jumbo tents to comfy cottages with inter-connecting options, which are ideal for families. There is a curio gift shop, swimming pool with sectioned baby pool, conference facilities, a business centre and bar overlooking the Masai Mara Game Reserve.

For information and reservations, please contact us at:

**Marasa Africa Kenya Central Reservations Office**  
Simco Plaza, 5th Floor, Suite 501, Lusaka Road, Industrial Area  
P. O. Box 48995, 00100 GPO | Nairobi | Kenya  
Ph: +254 202 101 333  
Mob: +254 737 799 990  
Fax: +254 205 561 26  
Email: [reservations.ke@marasa.net](mailto:reservations.ke@marasa.net)  
[www.marasa.net](http://www.marasa.net)





## Madhvani Foundation Scholarship awards 2016

The Madhvani Foundation has awarded 172 university scholarships worth Shs 711,000,000 to gifted but financially-challenged students for the year 2016/2017 academic year.

Foundation board member Gabriel Opio explained that they had a tough task sifting through the over 1,100 applications, before 338 were shortlisted.

"The foundation received over 1,100 applications from all regions of the country, of which 338 were shortlisted for final face-to-face interviews. The final list of students chosen represents the most promising and deserving students we were able to find," Opio said.

He added that they were confident the selected students would complete their studies and go on to play a valuable role in the country.

Eastern Uganda dominated the scholarships awarded with 33%, followed by the central region at 27%. Awardees are drawn from students admitted for such programmes as Engineering (43%), Commerce (37%), Medicine (27%) and Agriculture (21%).



## The MF scholarship was a God-send to me

For Julius Ibembe, the Madhvani Foundation scholarship came practically at the eleventh hour. Having had to struggle for his education almost all his life, he had finally run out of options when someone told him about applying for the opportunity.

"I lost my father at just a few months old, and then my mother died also died when I was in Primary Six," the Kamuli-born Ibembe narrates.

He was taken in by his older sister, but she was unable to afford school fees for him. Ibembe resorted to digging in people's gardens, carrying loads in the market and fetching water to put together the money to help him complete Primary Seven.

Against the odds, he passed his primary leaving examination and began to work even harder to save for secondary school.

"A Good Samaritan recommended me to a school which cared for orphans and they supported me through O'Level," he says. He used his meagre earnings to buy what he needed, and the school subsidised his expenses with a bursary.

Their belief in Ibembe wasn't misplaced, as he emerged the best student in the entire school for the national O' Level exams. Nothing was going to slow him down now. Ibembe borrowed a bicycle so he could be more efficient at fetching water to make money for A'Level studies. He asked the headmistress at the orphan school to let him work there

during the holidays so he could set aside money.

He dug up anthills, cleaned and even tried his hand at building a poultry house. It wasn't easy to work and also study, but Ibembe gave it his all. "When the headmistress saw my level of commitment, she gave me another scholarship to boarding school for Senior Six," he says.

Once again, he excelled, and began to look around for means to fund his university studies. He used his O'Level results to secure a job as a cleaner at the university, and then applied to study Law. The income was small and he was always falling behind in paying tuition, but because of his commitment and regular deposits, Ibembe got by, but only barely.

Unfortunately, in his second year, it was discovered that he was employed at the university while also a student there. This was against university policy and Ibembe lost his job. He was still in debt and there was no hope of him continuing to the next semester.

"That is when someone told me about the Madhvani Foundation scholarship," he says. "I said a prayer and put in my application."

He was awarded a scholarship that enabled him to successfully complete his Law degree. Currently a busy student at the Law Development Centre, Ibembe is still working hard to clear prior debt from his first year of university and continue to pave the way for his future.

However, he remains grateful to the Madhvani Foundation for their transparent, impartial selection process and for their timely intervention in his life's journey.

## KORD enhances learning



The Kakira Outgrowers Rural Development organisation (KORD) has recently completed the rehabilitation of a classroom block in Mayuge. The three-classroom structure will improve on the ambience of learning for the pupils.

KORD exists primarily to improve essential infrastructure in the outgrower areas surrounding Kakira. This includes roads, water sources, health centres and school facilities.

Mbaale Primary School in Imanyiro Sub county is located approximately 43 kilometers from Kakira Sugar Limited. It is a government aided school with enrollment of more than 1000 pupils. However, the school is characterised by dilapidated structures, some of which were constructed by concerned members of the community.

The school was identified in 2015 during a needs assessment of the sub county because there was limited access to clean water, limited classroom space and poor community feeder road networks in the area.

In 2015, Ms. Meera Madhvani donated a borehole to the community which is located at the school premises. It serves more than 3,000 inhabitants and was co-funded by KORD. The National Water and Sewerage Corporation tested and certified the quality of water from the project.

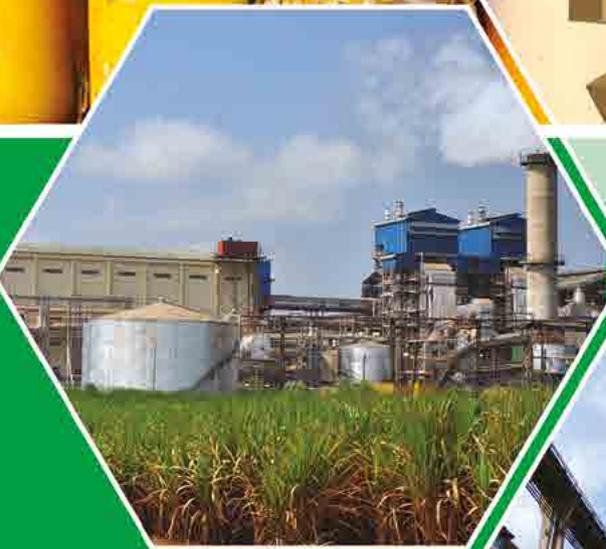


## New faces

Sameeh Kavil joins the Madhvani Group under East African Distributors Limited as the General Manager. Sameeh has a background in engineering, marketing and sales and has worked extensively in India, the Middle East and Kenya.



Maradzika Makomborero joins the Madhvani Group under Marasa Holdings Limited as the Head of Sales and Marketing. We welcome our new members to the Madhvani Group.



Kakira Sugar is extracted from cane grown on lush plantations on the shores of Lake Victoria.

The sweet sparkling crystals with their distinctive taste and flavour, and rich golden colour, have sweetened dishes all over Uganda since the 1930s

**KAKIRA SUGAR**



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