

Madhvani

Group Magazine

Volume 26 No 2 | September 2018

**Enjoy a wedding in the wild
with Marasa Africa**

**Kakira Sugar Limited receives two
business accolades**

**Madhvani Foundation awards 162
students**

COVER PHOTO: Hotel lobby, Marasa Umubano - Rwanda

Madhvani

GROUP COMPANY LISTING

AGRO INDUSTRY

Kakira Sugar Ltd.
P O Box 121, Jinja, Uganda
Tel: +256 414 444 000
Fax: +256 414 444 333/6
E-mail: kakira@kakirasugar.com
Website: www.kakirasugar.com

Kakira Sweets and Confectioneries
P O Box 121, Jinja, Uganda
Tel: +256 414 444 000
Fax: +256 414 444 110
E-mail: kakirasweets@kakirasugar.com

Mwera /Nakigalala Tea Estates
P O Box 6361, Kampala, Uganda
Tel: +256 75 2799988
E-mail: gm.tea@madhvanitea.co.ug

MANUFACTURING

Madhvani Group Ltd - Steel Division
P O Box 1023, Jinja, Uganda
Tel: +256 485 660 702
Fax: +256 485 660 702
E-mail: scea@utlonline.co.ug

Makepasi Match Ltd.
P O Box 54, Jinja, Uganda
Tel: +256 43 4121070
Fax: +256 43 4121135
E-mail: makepasi@infocom.co.ug

East African Packaging Solutions Ltd.
P O Box 1189, Jinja, Uganda
Tel: +256 43 4120432/ 4120134
Mob: +256 757 424000 / 750 555800
Fax: +256 434 120 141
E-mail: marketing@eapsl.com
eapsl@eapsl.com

SARAYA East Africa
P O Box 23740, Kampala, Uganda
Tel: +256 312 727292
Email: info@saraya-eastafrika.com
Website: www.saraya-eastafrika.com

SERVICES

Liberty General Insurance Uganda Limited
3rd Floor, No 99 Buganda Road,
P O Box 22938, Kampala, Uganda
Tel: +256 312 246 500
E-mail: eaul@eaunderwriters.com

Liberty Life Assurance Uganda Limited
Mariba Building, 3rd Floor
Plot 17 Golf Course Road
P O Box 22938 Kampala Uganda
Tel: +256 414 233 794 /254708
Fax: +256 414 232 903
E-mail: libertylife@stanbic.com

Excel Construction Limited
P O Box 1202 Jinja, Uganda
Tel: +256 414 221 996/ 505 959
Fax: +256 434 123 150/ 220 482
E-mail: excel@excelconstruction.org
xlk@excelconstruction.org
Website: www.excelconstruction.org

TOURISM - RWANDA

Marasa Umubano Hotel
Boulevard de l'umuganda
P O Box 874, Kigali, Rwanda
Tel: +250 788 136 000 /
+ 250 252 593500
Email: reservations@umubanohotel.rw
info@umubanohotel.rw
Website: www.umubanohotel.rw

TOURISM - UGANDA

Marasa Africa Central Reservations Office
Plot 96-98, 5th Street Industrial Area
P O Box 22827 Kampala, Uganda
Tel: +256 312 260260/1 / 414255992
Fax: +256 312 260262
Email: reservations@marasa.net
Website: www.marasa.net

Mweya Safari Lodge
P O Box 22827, Kampala Uganda
Tel: +256 392 796773 / 752 798 882
Fax: +256 41 4340056
E-mail: reservations@marasa.net
Website: www.mweyalodge.com

Paraa Safari Lodge
P O Box 22827, Kampala Uganda
Tel: +256 200 414100 / 752 788880
E-mail: reservations@marasa.net
Website: www.paraalodge.com

Chobe Safari Lodge
P O Box 22827, Kampala Uganda
Tel: +256 200 509001 / 752 485533
E-mail: reservations@marasa.net
Website: www.chobelodgeuganda.com

Silverback Lodge
P O Box 22827, Kampala Uganda
Tel: +256 753 777 855
E-mail: reservations@marasa.net
Website: www.silverbacklodge.com

Jinja Sailing Club
1-5 Nile Pier Road, Nile Crescent
P O Box 54 Jinja, Uganda
Tel: +256 43 4120222/333
Fax: +256 43 4123174
E-mail: mgr@jinjasailingclub.com

Kakira Guest House
P O Box 121, Jinja, Uganda
Tel: +256 414 444333
Email: guesthouse@kakirasugar.com

TOURISM - KENYA

Marasa Africa Kenya Central Reservations Office
3rd Floor, Vision Tower, Muthithi Road, Westland
P O Box 48995-00100 GPO, Nairobi, Kenya
Tel: +254 202 101333
Mob: +254 737 799 990/2
Fax: +254 20 556 126
Email: reservations.ke@marasa.net
Website: www.marasa.net

Mara Leisure Camp
Marasa Africa Central Reservation Office -Kenya
P O Box 48995, Nairobi 00100, Kenya
Tel: +254 202 101333 / 732 434455
Mobile: +254 737 799 990 / 2
E-mail: reservations.ke@marasa.net
Website: www.maraleisurecamp.co.ke

Aberdare Country Club/ The Ark Limited
P O Box 48995-00100, Nairobi, Kenya
Tel: + 254 20 214415/17 / 722 205 407
Email: reservations.ke@marasa.net
Website: www.thearkkenya.com
www.aberdarecountryclub.com

TOURISM - INDIA

Marasa Hospitality Private Limited
Bakhtawar, 11th Floor, Nariman Point, Mumbai - 400021, India
Tel: +91-22-22882517 / 22882518
Website: www.marasa-india.com

Marasa Sarovar Portico Rajkot
Dr. Rajendra Prasad Road, Limda Chowk
Opp Shastri Maidan, Rajkot - 360001, India
Tel: +91 281 6199000
Fax: +91 281 2465263
Direct: +91 997 8969671
Email: gmrpo@sarovarhotels.com
rpo@sarovarhotels.com
Website: www.marasa-india.com

Marasa Sarovar Premiere Tirupati
Upadhyaya Nagar, Karakambadi Road
Tirupati, 517 507, India
Tel : +91 877 666 0000 / 76600 06565
Email : msp@sarovarhotels.com
gmmsp@sarovarhotels.com
Website: www.marasaindia.com

GROUP SERVICES

Madhvani Group Limited
P O Box 54, Jinja, Uganda
Tel. : +256 434 121318 / 332 342100
E-mail: mgladmin@madhvani.org

Madhvani Group Projects Division
Plot 96/98, 5th Street, Industrial Area,
P O Box 6361 Kampala Uganda
Tel: +256 41 4259390/31 3259390/4/5/6/7
Fax: +256 41 4259399
E-mail: projects@madhvani.org
projectm@infocom.co.ug;
klaproj@gmail.com

Madhvani Group Central Purchase
Divison
P O Box 121, Jinja, Uganda
Tel: +256 332 342100/ 434 121320
Tel: +256 434 121318
Email: cpdlocal@madhvani.org

TPSC (U) Limited
Kakira Airstrip, P O Box 121, Jinja,
Uganda
Tel: +256 43 4 1222 75 / 752 790044
Fax: +256 43 4121474
Email: tpscug@gmail.com
bb1650@madhvani.org

East African Distributors Limited
P O Box 33479, Kampala, Uganda
Tel: +256 752 748833 / 0313 259390
Email: gm@eastafRICandistributors.com

Omega Elevator (U) Limited
P O Box 33479, Kampala, Uganda
Tel: +256 752 748833 / 0313 259390
Email: gm@eastafRICandistributors.com

Industrial Security Services Limited
P O Box 1482, Jinja, Uganda
Tel: +256 43 4121917
Tel: +256 43 4121918
Email: mjkabeHo@madhvani.org

Madhvani Property Division
P O Box 6361, Plot 96-98,
Business Park 5th Street, Industrial Area
Kampala - Uganda
Tel: +256 752 403 520 / 772 761 110 /
772 799 978
Email: propertymanager@madhvani.org /
properties@madhvani.org

CORPORATE SOCIAL RESPONSIBILITY / EDUCATION

Muljibhai Madhvani Foundation
P O Box 33479, Kampala Uganda
Tel: +256 312 259390 / 773 215554
Fax: +256 312 259399
Email: info@madhvanifoundation.com
Website: www.madhvanifoundation.com

Editor's Note

The first half of 2018 has flown by, with many challenges in the sugar industry affecting our flagship, Kakira Sugar Limited. Kabuye Sugar was also hit by unprecedented flooding. However, there have also been silver moments lining the clouds of adversity.

One such moment was the visit of India's Prime Minister, Mr. Narendra Modi, to Uganda. The Madhvani Group contributed to the success of this event and our directors were honoured to have audience with him. The visit was a harbinger of economic and trade benefits and links between India and Uganda, which will be of keen interest to the Group.

The ongoing revamp of Marasa Umubano, the newest hospitality unit for Marasa, is on course. The facade, rooms and common entertainment areas are being updated to create an elegant classy and welcoming look for all our Kigali-bound guests. Headed by a professional and capable team, Marasa Umubano has remained open to clientele even as the upgrade is being carried out. It is worth a visit for travellers in Rwanda.

This year, the global cry has been to reduce on the use and indiscriminate disposal of plastic waste into the environment. In Uganda, where the use of plastic bags has been banned but not implemented, there is a need to raise awareness of the dangers of plastic and encourage the population to get on board in the fight against plastic. The Madhvani Group has already made huge investments in protecting the environment through waste water treatment, tree planting and ensuring safe emissions, among others. We hope our editorial on Planet vs Plastic inspires every reader to think about what their role is in saving the planet for future generations.

And speaking of future generations, Marasa is offering a unique opportunity to young couples to get married in picturesque, exclusive and one-of-a-kind locations. If I were planning a wedding right now I would definitely say "I don't" to a predictable venue and plan, and make my vows in the wild with Marasa for an unforgettable experience.

We also bid a warm welcome to new members of the Madhvani Group, as we celebrate the accolades we've achieved so far and look forward to completing the year on a high.

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: +256 414 444 000
Email: 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: +256 332 342 100/200

Kakira:

Kakira Sugar Ltd.
10 km Jinja - Iganga Road
Tel: +256 414 444 333/6

Kampala:

Madhvani Group Corporate Office
Plot 96 - 98, 5th Street
Industrial Area, Kampala
Tel: +256 414 259 390/4/5

Design/Layout

Larry Mulindwa
Tel: +256 77 2509 128
E-mail: mulindwa@gmail.com



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Members of the Madhvani family meet with Prime Minister Modi (fourth left) during his trip to Uganda

India Premier Narendra Modi visits Uganda

The Prime Minister of India, Narendra Modi, was in Uganda for a two-day State visit on July 24-25.

Mr. Modi's visit was the first to Uganda by an Indian Prime Minister in 21 years. Prime Minister Modi held bilateral talks with President Yoweri Museveni, with the leaders discussing agreements on energy, defence, ICT, and film production.

Uganda's Permanent Secretary for Foreign Affairs, Patrick Mugoya, said other agreements include visa exemption for diplomatic and service passport holders, culture and set up of a material testing laboratory.

Mr. Modi announced that India will extend two loans to Uganda – a \$141 million facility for extension of electricity lines and construction of substations, and \$64 million for agriculture and dairy production. He pointed out that Africa has 60% of the world's arable land, but produces just 10% of the global output, therefore support to the sector was necessary.

Uganda's Indian community met with the Prime Minister at a colourful gathering to which the Madhvani Group contributed Ugsh 65m.

Mr Modi thanked the President of Uganda for creating an enabling environment for Ugandans of Indian origin to return to their home, regain their lives and help rebuild the nation that they love. "Uganda is the pearl of Africa. It is a land of great wealth of resources and rich heritage," he said.

Mr. Modi also addressed the India-Uganda business forum and Parliament, where he pledged a continued India-Uganda partnership in transparency, with respect and on the principle of equality.



The Prime Minister acknowledged the current trade imbalance in India's favour, adding that his visit was the start of bridging the gap. "We will keep our markets open and make it easier and more attractive to trade with India," Mr. Modi said, adding that India would support industries to invest in Africa.

Bank of Uganda statistics indicate Uganda imported goods worth \$774 million from India in 2017 and exported goods worth \$38 million. The major imports include pharmaceuticals, veterinary products, oils, distillation products, electrical, iron and steel and stationery products, among others.

Mr. Modi pledged to use the Uganda-India partnership to address the challenges of climate change. "We will work together for a just, representative and democratic global order that has a voice and a role for one-third of humanity that lives in Africa and India," he said.



Kabeho concludes term as EABC chair

Madhvani Group's Mwine Jim Kabeho successfully concluded his one year term as chairman of the East African Business Council (EABC) on June 29, handing over to Nicholas Nesbitt of IBM East Africa Ltd. Established in 1997, the EABC unites the business associations of the private sector from 5 East African countries of Burundi, Kenya, Rwanda, Tanzania and Uganda.

Kabeho has served on the board of the EABC for seven years, during which he chaired the Finance and Administration Committee. He is also a board member of the Uganda Manufacturing Association and the Private Sector Foundation of Uganda and the current chairman of the Uganda Sugar Manufacturers Association. During his tenure as EABC chairman he concentrated on six key policy issues as he outlined below.

Promotion of Local Content: Currently all Partner States are carrying out huge projects in Oil and Gas Mining, Dams and Bridges, Roads and Railways, Airports and Harbours. All these projects need materials like cement and steel, as well as skills, food and labour that can and should be sourced locally. In the absence of an EAC or National Content Bill, foreign contractors are taking advantage and importing all materials outside East Africa.

Agreed position in EABC Protocols: Trade especially of goods and services agreed upon in the EABC protocols keeps changing in terms of Non Tariff Barriers. Individual interests are over running the regional commitments and Stays of Application of taxes has become a common feature hindering smooth regional trade in favour of importing products outside the region. We advocate for transfer of Power and dispute resolution from National Partner States to EAC Secretariat, Courts of Justice and the East African Legislative Assembly.

Funding Agriculture and Value Addition: All the economies of the EABC partner states are agriculture-based, but national budgets do not reflect this reality. Increasing agricultural



L to R: The Secretary General of the East African Community (EAC), Amb. Liberat Mfumukeko; the Kenyan Cabinet Secretary for Trade and Cooperatives, Mr Adan Mohamed; the Prime Minister of Uganda, Dr Ruhakana Rugunda; Mr Kabeho; Kenyan Cabinet Secretary for EAC and Northern Corridor Development Mr Peter Munya and Ugandan Minister of EAC Affairs Mr Ali Kirunda Kivejinja cut a cake to mark 20 years of EABC in Nairobi

budgets will expand and add value to agriculture to make it sustainable.

Women in Business: In recognition of the huge role women play in small to medium and informal entrepreneurship, there is a need to increase and support programmes for women in business. It will have a spin off effect on education, health, purchasing power and social-economic wellbeing.

Innovation and technology: Identifying and supporting innovation, especially in the youth.

Climate Change: Our different businesses play a big role in distorting the environment and we must get involved in mitigation measures to climate change.



Kabeho hands over to Nesbitt

Kabeho also chalked up several firsts, including launching the inaugural East African Business Excellence Awards, of which Kakira was a winner; opening the EABC chapter in South Sudan and reviving the EABC Chapter in Bujumbura; and launching the Creating Perspective project in Arusha – a collaboration that will match East African companies with German companies for support, skills, training and innovation.

Kabeho thanked the Madhvani Group and Uganda Sugar Manufacturers Association for supporting his travel, upkeep and general facilitation to make his year as Chairman EABC very successful. He will continue serving on EABC Board this year and also as Chairman for EABC Uganda Chapter.



Award winners take a group photo with Speaker of Parliament Rebecca Kadaga (5th left), and a management team from Grant Thornton led by Managing Partner Anil Patel and Partner Jasmine Shah (7th and 8th left, holding the award with Kadaga)

Kakira Sugar Limited receives two business accolades



On March 23, the East African Business Council (EABC) held the first ever EABC Business Excellence Awards during a gala dinner event at Kenyatta International Convention Centre in Nairobi, Kenya.

The awards were created to recognise and showcase businesses that have achieved excellence in various aspects of their operations across East Africa, in keeping with the spirit of East African integration.

"The winners of the EABC Business Excellence Awards 2018 earned the ultimate business accolade of business excellence among peers in the East African region," said Ms. Lilian Awinja, the EABC Executive Director.

Kakira Sugar was the first runner up as Best East African Company – Green Economy, which awards companies that are conserving the environment as they operate. This is an area in which KSL has excelled year after year and been recognised by varying bodies and awards. KSL came second to Bidco Africa Limited. The awards received a total of 109 entries from East African countries.

Later in the year, on May 17, KSL also scooped the Large Private Sector Corporate Governance Award at an event at the Kampala Serena Hotel. The inaugural corporate governance awards 2018 were organised by Institute of Corporate Governance of Uganda (ICGU) in collaboration with leading audit firm Grant Thornton.

The ICGU Corporate Governance Awards recognise organisations with outstanding achievement in governance, risk and compliance in Uganda. The awards are meant to encourage improvements in the quality of corporate governance, while reflecting changing attitudes and expectations among shareholders, investors and other stakeholders.

Even though most companies have governance structures in place, including board of directors, many of them don't provide effective governance over their required mandates. "It is one thing to have the systems and structures in place but another to comply and adhere to these systems for the overall effective and efficient running of the organisation," said Christine Kawooya, the CEO of the Institute of Corporate Governance of Uganda.





ISS joins oil industry suppliers, gets ISO certified

The Industrial Security Services (ISS) Ltd has been in operation for over 20 years. ISS is a fully insured and financially sound security solutions provider. It boasts a growing and strong client base, and as part of efforts to serve the customer better, ISS is now ISO certified.

ISO 9001 is a quality management system that can be integrated into any business. It is focused on ensuring the business delivers a consistent level of quality to its customers by having well defined and regularly reviewed processes and procedures.

Certification is given after an independent audit that ensures the organisation has met the requirements in ISO 9001. "In June, ISS passed the audit and officially received our ISO certificate," confirmed Paul Katarikawe, the General Manager for ISS.

ISS also took another quality step by getting membership into the Association of Uganda Oil and Gas Suppliers (AUGOS). The vision of AUGOS is to make oil useful to the people of Uganda through building strong corporate companies that are both competitive and responsive to the industry needs.

AUGOS encourages members to train, skill and certify their staff, premises and goods in order to meet the universally stringent standards in the oil industry. Membership is composed of local companies as well as multinationals. "We see AUGOS as a way for ISS to build partnerships and provide local content in the oil and gas industry," Katarikawe explained. "Membership makes ISS more competitive in the market."

Industrial Security Services has agents in Kampala, offices in Jinja and Kakira and a separate training wing where guards are trained in different disciplines by qualified instructors.

In addition to this training wing, is a dedicated K9 section as well as a CID section for investigations and to assist clients in problem areas.



Katarikawe receives the ISO certificate from the audit consultant. Below, the ISS team takes a group photo after the ceremony





L to R: Mr Ramalingham Ravi, Dr B. Ramesh, Mr Samuel Gerenge and Mr D. Omara from Kinyara Sugar Limited

USMA holds 2018 Technical Conference and AGM



Mr Adluru Muralee from Kinyara Sugar Limited



Mr Anil Kumar Shah from SCoul and Mr Kabeho, USMA chairman



July 27 – 28 saw members of the Uganda Sugar Manufacturers Association (USMA) gather at Colline Hotel in Mukono for their technical conference and annual general meeting.

Representatives from Kinyara Sugar, Sugar Corporation of Uganda Limited (SCoul) and Kakira Sugar gathered for the event, which was also attended and sponsored by City Tyres. On the agenda was the presentation of USMA accounts of 2017, as well as a summary of the year's reports from the sub committees on safety, health and environment, factory and agriculture.

"We also presented awards for the best technical papers from the 19th Technical Conference," said Wilberforce Mubiru, the USMA Secretariat Manager.

In his remarks, USMA Chairman Mwine Jim Kabeho outlined the challenges the Uganda sugar industry has faced, including large quantities of industrial sugar ending up in the domestic consumption market, the parliamentary delays in passing the Sugar Bill and the flooding of the East African market with illicit tax-free sugar brought into Kenya mainly from Thailand and Brazil.



Above and right, USMA members view a drone spraying trial during the 2018 Kakira Field Day

"Countries like Brazil enjoy a lot of subsidies and export incentives. Therefore to allow their sugar to come tax free into our young economies is to directly kill the sugar industry," Kabeho said.

Discussions were held on the following issues of common interest for all members: review of weather data, cane productivity and production, cane varieties evaluation and health and safety. On the environment, it was noted that all three companies have now established Effluent Treatment Plants operating to the required government standards.

The companies were also congratulated on each organising a successful Field Day at which the other companies visited each other's estates to share cane growing and production knowledge.



For the production year, Kakira crushed approximately 1.63 million metric tonnes of cane to produce 123,156 metric tonnes of sugar. Kinyara crushed approximately 1.2 million metric tonnes of cane to produce 109,888 metric tonnes of sugar. SCOUTL crushed 588,223 metric tonnes of cane to produce 50,407 metric tonnes of sugar.

Below, USMA members see cane varieties during the 2018 Kakira Field Day





Chinese Ambassador visits Kakira

This year, Kakira Sugar limited was privileged to host, for the first time, the Ambassador of the People's Republic of China to Uganda, who visited the estate. He was accompanied by Political Counselor Mr. Chu Maoming and Mrs. Zhao Xiufen, the Commercial Counselor, as well as other representatives. Ambassador Zheng Zhuqiang was received by Madhvani Group Joint Managing Director Mayur Madhvani, who conducted him on a tour of the factory.

They discussed, among other things, business opportunities and partnerships with Chinese companies, and businesses. The Chinese delegation spoke about international trade fairs at which opportunities could be sourced, as well as the challenges and logistics of doing business in Uganda.

Mr Madhvani especially pointed out the need for Chinese contractors to include local content where possible, rather than importing all materials from China. "For instance, we have world class quality steel products which are made right here in Jinja from imported billets," he said. Steel is a major component of all construction and can be sourced locally.

Ambassador Zheng thanked Mr. Madhvani for the warm reception, and presented him with a special ceremonial gift item. They pledged to continue fostering cordial relations and seeking out opportunities for business partnerships between Chinese firms and the Madhvani Group.

L to R: Works Manager Chris Strathern, Assistant General Manager Kenneth Barungi and Director Finance Satish Sawhney chat with Ambassador Zheng



Joint Managing Director Mayur Madhvani receives a gift from the Ambassador



The visiting delegation views a presentation on Kakira in the Boardroom, and below, a group photo with the guest



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Scholarships for 162 students

The Madhvani Foundation has announced the 2018-2019 Scholarship award worth Ugh700million. Since 2003, the Foundation has donated over Ughsh 6.5 billion and supported more than 2,000 Ugandan students studying scientific and technical courses.

This year, 162 Ugandan gifted but financially challenged students were awarded university scholarships to enable them complete their respective courses. These included 13 postgraduate scholarships in the sciences, and an overall female representation of 33%.

Speaking at a media briefing, the Chairman Madhvani Foundation Board of Directors, Gerald Sendawula, said: "We are proud to have supported over 2,000 underprivileged Ugandan students from different Ugandan universities across the country. I get emotional to see the business community display such a great sense of giving back to the communities in which they operate".

The Muljibhai Madhvani Foundation is a charitable trust that was set up in 1962 to honour the vision of the late Muljibhai



Officials launch the Madhvani Foundation scholarship process for 2018

Prabhudas Madhvani (May 1894 – July 1958), the founder and patriarch of the Madhvani Group.

The Scholarship sponsors studies in Agriculture, Biology, Chemistry, Actuarial Science, Architecture, Veterinary Medicine, Commerce, Hotel Management, Pharmacy, Nursing, Engineering, Food Science & Technology, Information Technology, Environment, and Medicine.

Liberty offers new education savings plan

As parents, we strive to provide a good education for our children. However, education is an expensive undertaking with increasing school fees and requirements as the child grows. Agatha Namara, the Business Development Manager at Liberty Assurance, says the company this year launched a new education product to meet these needs. "The Soma Plan is an education savings product that allows parents to save for their children's education in small manageable instalments," she said.

Soma Plan allows a parent to stop and restart paying the premiums at any time without penalties, as well as to pay premiums either monthly or annually, and to change this option from year to year.

"The best time to start saving for your child's education is when they are born, however, it is never too late to begin," Namara stressed.





The picturesque avenue into Kakira

The secret behind Kakira's beauty



Driving off the Jinja-Iganga highway into Kakira has always been one of the highlights of my morning. You are immediately transported into a different world; the shade from the trees lining the one kilometre long avenue makes it instantly cooler, while the smooth straight tarmac enhances your driving experience. If you are a person who appreciates order, cleanliness and beauty, you cannot fail to appreciate the landscaping.

And then there is the burst of colour from the shrubs and flowers planted down the middle of the avenue – different shades of green, orange, blue, purple and yellow blend together beautifully. Sometimes, there are flames of red gold overhead, from the Acacia trees which flower in tandem, planted among majestic ageing pines. By the time I reach my desk, I am happy and calm. It is a sight unparalleled in any part of Uganda, let alone in the entrance to a busy factory.

The engine behind the beautification of the Kakira Estate is the Horticulture Section. The Horticulture Section is in charge of planting the trees and flowers that adorn the estate, as well as maintaining them in an orderly state. The Section also keeps a five acre garden that supplies a variety of fruits, vegetables and fresh foods.



Some of the Horticulture team with the day's vegetable harvest



Horticulture beautifies and maintains several landmarks like this statue of Kakira's founder Muljibhai Madhvani, as well as the main Jinja clock tower and roundabouts

Horticulture Superintendent James Mawa presides over operations, assisted by a staff of 162, with management staff of 5. The staff is mostly made up of trained agriculturalists, from certificate to post graduate level. You could think of them as the people in charge of whatever is green outside of sugarcane, all across the estate. When you consider that the Kakira estate is 10,000 hectares, this is a mammoth task, which they carry out complementary to the main sugarcane growing role of the Agriculture Department.

In the first half of this year alone, that is, from January to July 2018, the Horticulture section has planted 50,810 trees, mostly grevillea and pine. The trees are planted on the nucleus estate, the satellite estates of Kayunga and Luzinga, and in outgrower areas.

Last year (2017) the Horticulture section planted upward of 70,000 trees, including 36,350 grevillea, 22,220 pine, 5,500 eucalyptus and 1,610 casuarina. The trees are planted in areas that cannot be cultivated for cane, in areas that need reforestation and between blocks of sugarcane to create a wind and fire buffer. Some of the trees will eventually be used to supply firewood for the estate requirements, but the Horticulture Section ensures that they are continually being replenished in a sustainable way.

The fresh foods garden in July 2017 began selling produce to estate residents in a bi-weekly farmer's market. The vegetable sales have since grown to average Ugsh2m a month. "We grow and sell what is seasonal, as well as staple vegetables and greens like cabbage and spinach which are popular," Mawa explains.

On top of the nutritional benefit of affordable fresh produce, the residents of Kakira estate benefit from living in a clean and beautiful environment. Children have open spaces with grass to play in safely, and they grow to appreciate the beauty of nature and the value of conservation. The Horticulture Section makes sure the roads are swept clean, flowers and lawns are trimmed and any unsafe tree branches or shrubs are taken care of. All appreciation to the Horticulture team for nurturing the rare beauty that is Kakira Estate.



Landscaping by the Horticulture Section contributes to the air of privacy and comfort of Kakira's staff housing



Mr Mawa inspects a garden



Planet vs Plastic

This year, World Environment Day was marked across the world under the theme Beat Plastic Pollution: If you can't reuse it, refuse it. As the world battles to recover the oceans from islands of dumped plastic, Uganda's environment is also groaning under the weight of the indiscriminate use and disposal of polythene bags, locally known as *kaveera*.

Modern life would be impossible without plastic – but we have long since lost control over the invention. According to reuseit.com, over 1 trillion plastic bags are used every year worldwide. Consider China, a country of 1.3 billion, which consumes 3 billion plastic bags daily, according to China Trade News. The global statistics break down as follows:

- About 1 million plastic bags are used every minute.
- A single plastic bag can take up to 1,000 years to degrade.
- More than 3.5 million tons of plastic bags, sacks and wraps were discarded in 2008.
- Only 1 in 200 plastic bags in the UK are recycled (BBC).
- Plastic bags are the second most common type of ocean refuse, after cigarette butts (2008)
- Plastic bags remain toxic even after they break down.
- Every square mile of ocean has about 46,000 pieces of plastic floating in it.

Burning is not the solution

In Uganda, *kaveera* ends up in water channels, under the ground in farm land or circulating in the air as toxic particles after burning. For many people, burning household garbage is a way of life. It is the most convenient way to get rid of accumulating trash. Burning plastic may seem preferable to dumping it, but it causes numerous health risks including:

- increased risk of heart disease
- aggravated respiratory ailments such as asthma and emphysema
- skin rashes, nausea, or headaches
- damage to the nervous system
- damage to the kidneys and liver
- disruption to the reproductive, endocrinal and development systems

In particular, burning polystyrene such as styrofoam cups, plates and food trays releases dangerous styrene gas which can be easily absorbed through the lungs and even the skin. Overexposure to styrene gas disrupts the central nervous system causing headaches, fatigue, weakness and depression.

The most dangerous health effect of burning plastic is the release of dioxins into the atmosphere. Dioxins are extremely toxic to humans and animals, causing cancer and hormonal birth defects that are passed from generation to generation. The dioxin also ends up in the soil poisoning food for humans and animals. This is especially toxic in cases where people steam food using plastic bags.

What can you do?

The first thing we can all do is to reduce the amount of plastic products we are buying and using. This will reduce our own exposure to plastic pollution, our planet's plastic load, and will often save money as well. According to wellnessmama.com, some great ways to reduce plastic exposure include:

- Separate your garbage so that plastics can be sent for recycling or to a designated landfill garbage site



Plastic is clogging our waterways, above, and being used to steam food below





- Carry your own glass or stainless steel water bottle in place of disposable plastic water bottles
- Switch to reusable shopping bags instead of plastic or paper bags. These are widely available at many shops, and you can also find locally made baskets for the market shopping
- Stop buying processed foods that are packaged in plastics. This is a huge step for your health on its own, but it will also reduce the amount of plastic waste we produce each year
- Replace plastic bags and plastic food storage containers with safer reusable options like glass, stainless steel or silicon.
- Buy wooden or metal toys for children instead of plastic. (They last longer too)
- Bring your own glass/metal bottle or thermos when buying drinks away from home. Don't get takeaway food in Styrofoam containers which are a major source of plastic chemicals and waste

- Consider using cloth diapers instead of disposable
- Use glass and metal dishes, silverware and bakeware in place of plastic
- Recycle whatever you can

At Kakira, concerned citizens of the Earth have already made a call to people living on the estate to store used plastic separately so that it can be collected for disposal. "This is a first step towards keeping Kakira and eventually Uganda free of single use plastic," KSL Company Secretary S. K. Iyengar said.

On July 11 2009, the then minister for Finance, Syda Bbumba, during her budget speech, imposed a total ban on plastic bags "for conveyance of goods and liquid in order to protect our environment". The ban prohibited the importation, local manufacture, sale or use of polyethylene and bags.

An excise duty of 120 per cent was also imposed on other plastic materials and a moratorium of six months was given to the general public as transition period during which persons will make arrangements to find alternative packing materials that are environment friendly.

Almost 10 years down the road, the ban is still a myth, and neighbouring Rwanda has far overtaken us in the implementation of a similar ban. Without real political will, and a united push from all stakeholders, it will never take effect. It is time for each of us in our homes, business and personal decisions to choose the planet over plastic.



1. Visit of Mr Saleh Ali Bin Jaffer, Relationship Manager Noor Bank UAE. He was accompanied by Mr Ahmed Saeed, Mr Abdul Samad and Mr Mbamba Abdullah Saleh Mohammed. They were received by Shrai Madhvani (left), Joint Managing Director Kamlesh Madhvani (centre) and Group Finance Director Harish Kalra (right) – 02.04.18

2. Visit of the Ambassador of India to Uganda Shri Ravi Shankar and his wife, as well as the honorary Consul of the Philippines Capt. Abhay Agarwal and his wife. They were received by Joint Managing Director Mayur Madhvani, Shrai Madhvani and KSL Assistant General Manager Kenneth Barungi – 08.08.18

3. Boys from Kakira Estate schools compete in netball. KSL Education Section continues to excel and break boundaries in quality and holistic education

4. Visit of Standard Chartered Bank officials Albert Saltson, Managing Director/CEO Uganda; Tejinder Singh Head Global Banking - East Africa; Farida Mukasa Head Global Banking - Uganda; Karen Hadra Leverage Finance Team - London and Irene Mutyaba Relationship Manager – 12.06.18

5. The Muslim community receives a donation of 26 bags of sugar during the 2018 Idd el Fitr celebrations from KSL General Manager Christian Vincke (centre in blue jumper) – 14.06.18

6. Madhvani Group Corporate Affairs Director K. P. Eswar (2nd left) takes a group of Youth Members of Parliament on a tour of the KSL complex – 10.05.18

7. The East African Director for KfW, Dr. Klaus Müller on a factory tour of Kakira Sugar Limited with General Manager Christian Vincke – 09.05.18

8. Visit of a delegation of Rev. Saints from BAPS, Swaminarayan to Kakira Sugar Limited. They were received by Joint Managing Director Kamlesh Madhvani and other devotees – 18.6.18

9. Staff members of Kakira Sugar Limited participate in a ceremony to relight the boiler after a successful maintenance shutdown. The boiler is at the heart of KSL's 50MW electricity generation from bagasse – 01.06.18

10. L to R: Mr Brent Stephens, Mr. Eshan Madhvani; Dr. Ryan Shinska and Mrs. Alicia Shinska with their son; the Ambassador of the US to Uganda, Deborah Malac; KSL General Manager Christian Vincke; Ambassador Nimisha Madhvani and KSL Assistant General Manager Kenneth Barungi during a visit by Ambassador Malac – 21.07.18



Kabuye Sugar Works hit by severe flooding

During the period from March to June 2018, Rwanda witnessed the worst rainfall and floods in the last 53 years, which inundated Kabuye Sugar's estate, as well as Outgrower sugarcane plantation areas.

Kabuye Sugar Works had invested Euro 8 million with the assistance of Euro 4 million from the Government of Netherlands in reclaiming marshland under the IITI: Sugar Make It Work project between 2013 & 2018.

IITI-Sugar: Make It Work project was conceived with the assistance of international technical experts from the Netherlands and Israel with the objective of implementing flood control measures and reclaiming approximately 1,500 hectares of marshland to be used for sugarcane cultivation to improve the national sugar production in Rwanda.

The project was recently completed with:

1. Infrastructure development of 60km of gravity-based drainage canals, 21 Flap gates, 5 Flap valves, 17 Culvert bridges and 20 Fortifications at the river bank.
2. Reclamation of 2,008 hectares of marshland; out of which over 1,100 Hectares (52%) was allocated to the Sugarcane Farmers' Cooperatives in Bugesera, Kicukiro, Kamonyi and Nyarugenge districts.

However, Kabuye Sugar and its Outgrower farmers were severely affected by the recent floods. Over 3,500 hectares of Estate and Outgrower cane area was under water stagnation for more than 75 days in the upstream; and 90 days in the downstream areas of River Nyabarongo and Akagera Valley.

The total sugarcane crop perishment has been estimated at 1,600 Ha (900 Ha Estate + 700 Ha Outgrowers). In addition, Kabuye Sugar factory premises were also flooded, damaging 2,100 bags of sugar. The sugarcane perishment of 1,600 Ha would have yielded 118,000 tonnes of cane and over 10,000 tonnes of sugar.

Notwithstanding the significant setback caused by the 2018 floods, Kabuye remains committed to the development of this vital sector of the economy of Rwanda.

Kabuye Sugar Works has urged the Government of Rwanda to urgently assist the sugar industry in the country and participate in the infrastructure development for flood control measures on the Nyabarongo, Nyabugogo and Akagera rivers.

On July 18 2018, Hon. Vincent Munyeshyaka, the Rwanda Minister of Trade and Industry, visited Kabuye Sugar Factory to understand the challenges. He assured Kabuye of government support in addressing the challenges.

**KABUYE
SUGAR**

There is Nothing Sweeter



RWANDA



The sugar godown was flooded



Compartment 1 flap gate structure on 18.03.2018 & completely submerged on 30.04.2018



Above: Flood water entered through south east fencing over and above the embankment



Left: Staff group photo taken along with Rwanda Minister of Trade and Industry Hon. Vincent Munyeshyaka (Front row 4th from right) during his visit to Kabuye on 18 July, 2018



Compartment 3 - flap gate structure partially submerged on 09.04.18 And completely submerged on 02.05.18



Compartment 2 zone Ruyenzi - 2 entrance of estate on 06.04.2018 & 30.04.2018 Grown up crop submerged

KORD sponsors livelihoods training, school staff house



KORD constructed a staff building worth Ugsh72m that is meant to house Primary Seven teachers so that they have enough time to help the pupils improve their grades and ultimately pass the primary leaving exams competitively.

"The presence of staff on site is also expected to eliminate vandalism and improve punctuality and attendance," KORD Engineer Eric Mugabi said.

The Kakira Outgrowers Rural Development Fund (KORD) has completed work on a staff house for Luzinga C/U Primary School. Located in Luzinga village, Wankole Sub county in Kamuli District, the school was founded by the Church of Uganda in 1952 and became a government school in 1960.

Kakira Sugar Ltd (KSL) and the Busoga Sugarcane Growers' Association (BSGA) both contribute to the KORD fund in innovative and award winning partnership. KORD collects the per ton contributions based on volume of cane supply and uses them to improve the quality of life of the community within the five districts of Jinja, Luuka, Mayuge, Kamuli and Iganga.

In 2017/2018, the former vice chairman for BSGA, Mr Wilson Bagoloire, identified and recommended Luzinga Primary School to KORD for assistance. Luzinga Primary School has a population of 302 students and 9 teachers, who share a 5 stance pit latrine. There are 7 classroom blocks, which are often vandalised because no staff members stay on site. Most teachers travel over 3 kilometres to and from school, which sometimes causes lateness and absenteeism.



Mr Bagoloire and Mr Mugabi at the completed building, pictured below





Participants learning to measure the soap ingredients

Livelihoods training

KORD also successfully concluded a livelihoods training seminar in conjunction with the Foundation for Sustainable Development. Under this project, women were identified, facilitated and trained in making shampoo and liquid soap. Most of the women are semi-literate housewives with no land to cultivate and no capital to start any income generating projects.

The soap making training was identified as cost effective, simple and functional for the women, who can gather together as a group to buy the ingredients and thereafter sell the ready products. The entire soap making process from start to bottling takes a short time and can be performed by one person or many, as the need may be.

KORD Projects Officer Michael Kintu pointed out that the ingredients were also readily available and easy to measure and handle. The 25 women received training, as well as the first batches of soap they made to sell and re-invest in the soap-making venture.



Bottling the finished product into jerrycans.



Mr Kintu displays ingredients during the training





Ronald Muwanika receives a wheelchair from Mr Eshan Madhvani, Ms Natalya Madhvani and Mr Sawan Keshwala

Persons with disability thank Makepasi Match Ltd.



Mr Wandera and Mr Wambi hand over a tricycle to Harriet Nangobi

The Organisation for Parents with Deaf Children (OPDC) has officially thanked Makepasi Match for the assistance rendered to five disabled children. In a heartfelt letter they thanked Makepasi for the life-changing initiative to donate wheelchairs and tricycles to disabled children and youth.

"Your timely and generous donation has bailed these children out of the prison called immobility," the letter from OPDC chairperson Sebastian Waiswa read in part.

Of the five OPDC children who received help, two girls had dropped out of school because of immobility, but are now preparing to return.

In keeping with the policy at Makepasi Match Ltd to help people with disabilities, nine wheelchairs and tricycles were donated to people with disabilities on 27 July 2018. Five were donated by Mr Pratap Madhvani and family and four by Makepasi as below.

To Joweria Nangobi by Mrs Nikesh Madhvani, Ms. Natalya Madhvani, Ms. Simi Modhvadiya and Ms. Hilda Kobusinge: Joweria is 15 Years old and from Kyerinda, Buwenge. She

was born with Spinal bifida. She is currently going to school at Light Academy, Buwenge in Primary Four but her performance is not good and this is solely attributed to absenteeism which is caused by the mother's inability to buy a tricycle. Joweria says that sometimes she needs to skip a day in between so that she can rest and recover from the spinal cord pains caused by the long journey to and from school. Joweria lost her father at the age of six months.

To Wycliff Kibuuta by Mr Eshan Madhvani, Ms. Natalya Madhvani and Ms. Simi Modhvadiya: Wycliff is 7 Years old from Butangala B, Kagoma village and was born premature at the age of 8 months. In addition to being crippled, Wycliff also suffers from cerebral palsy. He is not yet going to school.

To Nulu Nandhego by Mr Sawan Keshwala: Nulu is 16 years old from Namwendwa, Butagaya. Her father passed away and Nulu dropped out of school as her mother could not afford the school fees and the wheelchair. She would like to resume schooling if supported with a wheelchair and other school requirements.

To Victoria Nabirye by Mr Sawan Keshwala and Mr Eshan



A group photo with the wheelchair and tricycle recipients



Madhvani: Victoria is 9 years old from Kyerinda, Kagoma. Both her parents are alive but divorced and now Victoria is under the care of her mother. Victoria was born physically challenged and partially deaf. She is currently not in school

To Ronald Muwanika by Mr Eshan Madhvani, Mr Sawan Keshwala, Ms. Natalya Madhvani and Mr Jackson Wambi: Ronald is 20 years old and is from Awolowo, Butagaya. He was born disabled and is out of school. Both parents are deceased and he is under the care of a sister.

To Edith Kwikiriza by Makepasi General Manager Subramanian Krishnamurthy and Mr Henry Damba, a Makepasi Contractor: Edith is 26 years old and is from Magwa village. Edith became disabled after suffering injuries to her spinal cord. She now works with Makepasi Match in Packing Hall 9.

To Harriet Nangobi by Makepasi Contractor Mr Wandera Moses and Stores Coordinator Imports Mr Wambi Jackson: Harriet is 43 years old from Magwa. Harriet is a divorced woman with 4 school going children. She became disabled from birth. She is employed at Makepasi Match and needs a wheel chair for moving to and from work.

To Gimila Matia by Mr Nawedde Yaziidi, the Contractor for PWDs and HR Officer Makepasi Mr Waibi Faizo: Matia is 36 years old from Magwa and is a father of 7 children working with Makepasi Match in the Elephant packing hall. He had an accident while on duty at Victoria plastic factory in 2013. He joined Makepasi Match in January 2018. He needs a wheel chair for transportation to and from work.

To Mutalya Sulaiman by Mr Daxesh Upadhyay and the Makepasi Team: Mutalya is 32 years old from Butagaya subcounty and was born disabled. He is a father of two working as a cobbler and is a chairperson for PWDs for Butagaya Sub County.

Excel Construction project updates



Laboratory block

Excel Construction Ltd. was recently nominated for receipt of the “2018 Corporate Governance Awards”. However, Excel was the second runner up losing to Serena Hotel and New Vision Newspaper (which was the overall winner).

Nevertheless, the Management of the Company takes pride in Excel’s achievement given that it was the only local/International Construction company operating in Uganda that was nominated for this award.

This comes against the backdrop of completion and handover of the ADB funded USD 15.7M Higher Education, Science and Technology (“HEST”) projects well in time without compromising on Quality and Value (no cost overruns), a feat that was greatly appreciated by both the Donor and Client/ End user.

Currently Excel Construction Ltd is engaged in execution of several high-end projects such as:

- Construction and Renovation of the Spanish Government funded “Kawolo Hospital” in Lugazi District
- Providing Civil and Ancillary works as a Subcontractor to the Main Contractor at the new Jinja Bridge.
- Completion of the ADB funded Uganda Management Institute (“UMI”) in Kampala.
- Uganda National Roads Authority (“UNRA”) stations in Jinja and Njeru Districts.
- Construction of laboratory facilities funded by an American company – “CH2M Hill” for Uganda Virus Research Institute (“UVRI”) in Arua and Naliri after having previously completed construction of a similar facility in Mbale district.



Laboratory block



Furthermore, the company has also undergone training and completion of ISO migration from 9001:2008 standards which are now obsolete to the new standards of ISO 9001:2015 and according to Satvinder Saini (Director – Excel Construction Ltd.), the Company’s outlook is at broadening its profile and business’ through strategic partnerships and alliances to further venture into the upcoming Oil and Gas sector, Roads, Industries and pave the way to becoming one of Uganda’s leading local companies both Nationally and Regionally.



Elarning room inside the library block



Library block at MUST

Saying I DON'T to the ordinary wedding

This year, Marasa Africa had the opportunity to showcase their offering at The Bride & Groom Wedding Expo June 2018. This year's edition was extra special, as the organisers celebrated the 10th Anniversary of Uganda's biggest wedding exhibition.

We asked the expo visitors to say, "I don't" to an ordinary wedding and make theirs the envy of everyone. The audience appreciated the enchanting breathtaking views and romantic backdrops with photo opportunities that would send their Instagrams into a meltdown.

Also showcased was the intimate accommodation and highly personalised hospitality.

A tradition at Marasa properties is also to take part in a tree planting ceremony that keeps the memory of your love and the wedding day alive. Seeing your tree's growth from year to year on your anniversaries is an indelible experience.

Marasa Africa has crafted amazing wedding and honeymoon packages to suit a variety of needs. We are in the bush, but we have all of those facilities that make the bush more fun, unique and thrilling for the memories you get to keep forever.

Even as Marasa Uganda was showcasing wedding opportunities, Marasa Kenya's Aberdare Country Club was being awarded by the Kenyan wedding industry. Aberdare was declared the Best Wedding Garden Venue – Historical Garden in Kenya this year.

Aberdare also received a nod via nomination as Africa's Leading Green Hotel 2018 by the World Travel Awards.

Award winning gardens at the Aberdare Country Club



A recent wedding ceremony at the Aberdare Country Club



The Marasa stall at the 2018 Bride and Groom Expo



The honeymoon tent at Mara Leisure Camp



A thank you from PMM Girls

On August 10, a group of students and teachers from Parvatiben Muljibhai Madhvani (PMM) Girls School in Jinja visited the Kakira Estate. Their intention was to thank the management for refurbishing their school bus which had been inactive for a few years.

Earlier this year, Kakira Sugar Limited spent about Ugsh35m to get the school bus back on the road. The repair work was done on the estate at the Car and Lorry Garage.

The Headgirl of the school read and handed over an appreciation letter from the students to Joint Managing Director Mayur Madhvani. A letter from the PTA and the Headmistress, Immaculate Epenu, was handed to General Manager Christian Vincke.

The students appealed for help with building a perimeter wall fence around the school, which Mr. Madhvani said they would look into and work towards as a matching grant partnership with the school.

Mr Madhvani said PMM Girls School was built by the Madhvani Family in memory of his mother, whose name was Parvatiben. It therefore holds a special place for the family and they would continue to support it.

He advised the girls to work hard and avoid shortcuts like stealing. He also hinted at the availability of scholarships with a new Busoga-based scholarship scheme which is soon to be launched.

The visitors were taken on a tour of the factory, and thereafter hosted to lunch at Kakira Guest House.



PMM Headmistress Ms. Epenu, KSL General Manager Christian Vincke and Kakira Secondary School Headmistress Ms. Josephine Kasozi



A group photograph with Joint Managing Director Mayur Madhvani



Lunch at Kakira Guest House

Marasa Umubano revamp on course



*Ongoing repair
works on the facade*

The renovation and upgrade of the facilities at Marasa Umubano Hotel are well underway, with remodelling of the interior and the external facade.

The Kigali-based arm of Marasa Africa has continued to offer premier services to guests as the upgrade activities are discreetly carried out on site.

The General Manager of the hotel, Marc Peters, emphasised that the works had been well planned to avoid any inconvenience to guests. "We plan to complete the entire façade renovation except the ground in the next six months. The refurbishment will happen sequentially and in a very systematic way, which will help us to operate the hotel and as well carry out the renovations," he said.

As a testament to the trust of esteemed customers, Marasa Umubano Hotel hosted the prestigious French Embassy Cocktail by the hotel poolside, which registered the presence of many distinguished guests.

The hotel also successfully held an African Food festival during Independence and Liberation day holidays at the Jambo Jambo Restaurant & Bar.



The hotel lobby



Proposed new look for the rooms



*Artistic impression of one of the hotel
restaurants*

KSL shines at Jinja agricultural show

This year, the Source of the Nile Agricultural Show was held under the theme: Fostering Agricultural Value Chains Innovations for Farmer led food security, household income and job creation. Organised by the Uganda National Farmers Federation, the show was held from 13th to 22nd July and attracted hundreds of exhibitors.

The purpose of the show is to provide a platform to learn current technologies of production in the agricultural value chain, connect agricultural businesses to potential market and provide networking opportunities between agribusinesses in the private and public sectors.

Kakira Sugar Limited showcased sugarcane growing methods and equipment, as well as various Madhvani Group products. There was also a sugar and sweets sales point. KSL won the award for overall Large Scale Exhibitor. The pictorial shows some of guests, officials and show goers at the KSL pavillion



The team which served at the Kakira pavillion takes a group photo



The Minister of Agriculture, Animal Industry and Fisheries, Vincent Ssempijja (centre in black cap) views Kakira products and signs the guest book at the pavillion



General Manager Christian Vincke, Agricultural Manager Dr M. Reddy and Dr Raju at the show awards ceremony



L to R: KSL Show Coordinator Clovis Musimbi; KSL Outgrowers Manager Robert Omoding; KSL Senior Outgrowers Manager Andrew Baker; KSL Chief Agronomist Dr. DVN Raju; Busoga Sugarcane Growers Association (BSGA) Chairman Mr Issa Budhugo and the BSGA Spokesperson Mr Godfrey Naitema at the Kakira pavillion



Customers thronged the sweets sales point



R to L: Mr. Musimbi; Dr. Joseph Muvawala, the Busoga Kingdom Prime Minister; Osman Noordin Ahmed, his deputy Prime Minister; Mercy Kyampa, Vice Chairman of the Show Organising Committee and Jackson Jurua, Vice President Uganda National Farmers Federation chat at the Kakira Sugar pavillion

ISS bids Quilliam farewell



This year, the Industrial Security Services (ISS) and the Madhvani Group family said goodbye to David Quilliam, who has been the General Manager for ISS since 2009.

Quilliam's attachment to the Group has been deeper than most, as he grew up on the Kakira Estate, where his father worked at the time.

Speaking at a farewell dinner, Joint Managing Director Mayur Madhvani thanked Quilliam for his service and commended him on building up the ISS, and the recently instituted Special Services Unit.

ISS Directors Mwine Jim Kabeho and Bhupesh Thakker both praised Quilliam for his professionalism and impressive army approach. Quilliam served in Afghanistan prior to joining ISS, which he built up from scratch.

Quilliam thanked the directors and management for supporting him through the years, but most especially for their valued friendship, which he expected to continue even while he retires to the UK.



Quilliam speaks with Joint Managing Director Mayur Madhvani



ISS management and Madhvani Group colleagues at Quilliam's farewell dinner



Joining the Madhvani Group

Rumen Filipov hails from Bulgaria but is at home in Africa, having worked throughout the continent. With 25 years' experience in Transportation in South Sudan, Nigeria and most recently Tanzania, Rumen brings a wealth of experience to Kakira Sugar Limited as Cane Transport Manager. This is his first Ugandan assignment, but he already feels at home in the Group. "It is a good sign that many employees stay for decades with the Madhvani Group," he says. "I fully expect to be here for a 20th anniversary."



Eliud Madioli joins the Group as the Fleet Manager for Kakira Sugar Limited. An agricultural engineer by training, Eliud has 20 years' experience in sugar industry transportation, having worked at the South Nyanza, Mumias and West Kenya estates. Eliud appreciates the warm Ugandan welcome, which has smoothed over any cultural differences. "My focus will be on improving the efficiencies in the utilisation of the fleet through the use of new technology," he says.

Andrew Baker has joined Kakira Sugar Limited as the Senior Outgrowers Manager. Andrew has worked for 18 years in large scale agriculture and establishing green field projects in Nigeria, Malawi, Mozambique and his native South Africa. "It is invigorating to be at the helm of building relationships, systems and communication channels with the outgrower farmers, who are an essential resource in KSL operations," Andrew says.





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Committing yourself to the one you love is a once in a lifetime occasion.

Say I 'do' to glorious sunsets and gentle breezes with unique settings along the River Nile.



Marasa Africa Central Reservations offices

Plot 96 - 98, 5th Street Industrial area, tel: +256 (0) 312 260 260/1 email: sales@marasa.net,
www.marasa.net