







Agricultural Investment Opportunities in Malawi

Maize Business Case

December 2012



Abbreviations and Acronyms

Abbreviations and acronyms used in this Business Case are defined below

AAIFP	The African Alliance for Improved Food Processing			
ASWAp	Agricultural Sector Wide Approach			
bn	Billion			
CAGR	Compound Annual Growth Rate			
CSB	Corn Soya Blend			
FISP	Farm Inputs Subsidy Program			
GBI	Green Belt Initiative			
GDP	Gross Domestic Product			
GoM	Government of Malawi			
ha	Hectare			
kg	Kilogram			
MCC	The Millennium Challenge Corporation			
MITC	Malawi Investment and Trade Center			
mn	Million			
MoEST	Ministry of Education Science and Technology			
MGDS II	Malawi Growth and Development Strategy II			
MT	Metric Tons			
MWK	Malawian Kwacha			
NES	National Export Strategy			

NGO	Non-Governmental Organization		
OPC	Office of the President and Cabinet		
OVCs	Orphans and Vulnerable Children		
SADC	Southern African Development Community		
SHF	Smallholder Farmer		
UNDP	United Nations Development Program		
UNICEF	United Nations Children's Fund		
USAID	United States Agency for International Development		
USD	US Dollar		
WFP	World Food Program		



Objectives of This Document

- Provide an introduction to Malawi and highlight the potential that exists in Malawi's agriculture sector
- Showcase a high-level investment opportunity in Maize processing for local, regional, and international investors that are interested in strategic investments in the agriculture sector
 - Outline the relevant market opportunity, investment overview,
 and enabling environment, for the investment
- Provide contact information for prospective investors interested in this or other opportunities in Malawi's agribusiness sector



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- Why Invest in Malawi
- Maize Investment Opportunity
- Contact Information



Why Invest in Malawi Overview of Malawi

Malawi is a Southern African country of 15 million people, which has a diversity of topographies and is home to the third largest lake in Africa

- Malawi, the "Warm heart of Africa", is a Southern African country with a population of 15.4 mn people
- It has a land area of 118,500 square kilometers, comparable in size to the U.S. state of Pennsylvania
- The capital city is Lilongwe, and the second largest city, Blantyre, is the center for commercial activity
- Lake Malawi, the third largest lake in Africa, and Lake Chilwa cover ~21% of Malawi's land area
- Though it is small, Malawi boasts a widely diverse topography and scenery, ranging from sweeping lake views, breathtaking woodlands and unique cityscapes
- The official language of Malawi is English, but Chichewa is also widely spoken















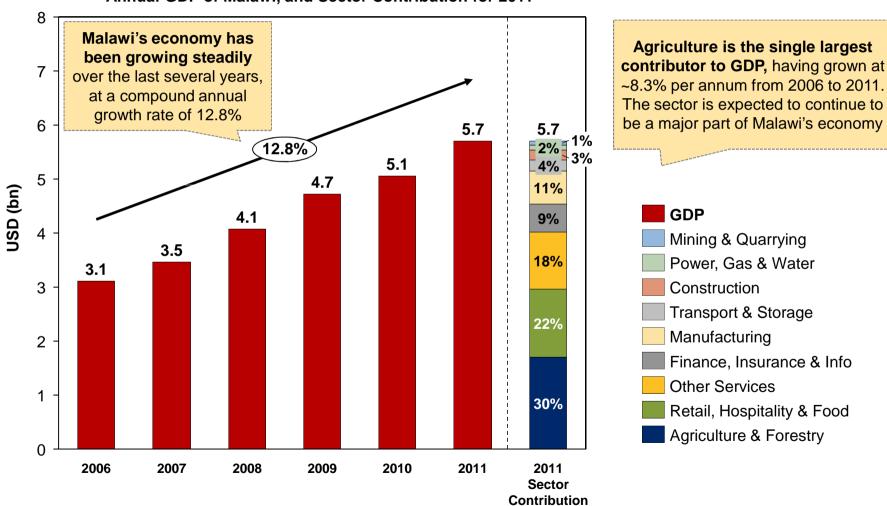


Why Invest in Malawi

Growing Economy and Agriculture Sector

Its economy has experienced consistent growth over the last several years, with agriculture being an important contributor, representing 30% of GDP in 2011

Annual GDP of Malawi, and Sector Contribution for 2011



Note: GDP is given in current prices

Source: World DataBank; World Economic Outlook



Why Invest in Malawi

Favorable Conditions for Agriculture

The country possesses significant resources that support diverse crops, such as good water supplies, vast land resources, favorable agro-ecological conditions and capable farmers

Abundant Water Supply

- Lake Malawi and lake Chilwa cover over 20% of Malawi's land area
- There is significant potential for irrigation in the Shire River
 Valley for winter cropping
- If irrigation is fully implemented, Malawi has enough water to become completely food independent
- Malawi has 3.6 million ha of arable land, of which 2.1 million is already under cultivation
- 42% of potentially productive land is yet unused, presenting vast potential to increase agricultural output



Good Agro-Ecological Conditions



- Malawi has five distinct agroclimatic zones: Highlands, Escarpment, Plateau, Upper Shire Valley, and Lower Shire Valley
 - These regions have different soil textures and rainfall patterns, and support a mix of crops including cereals, legumes and an assortment of cash crops

- 90% of Malawi's population is engaged in agriculture
- The majority of farmers possess at least basic skills in agriculture
 - Farmers require training in improved methods
- Malawi's smallholder farmers (SHFs) are commercially inclined and respond to markets, growing crops they can sell

Ingrained Agrarian Culture





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Maize Investment Opportunity Introduction



Investment Overview Likuni Phala (corn soya blend [CSB]), which it supplies to the Government of Malawi's (GoM) National School Meals Program. Government plans to scale up the school feeding program, which are anchored in a variety of national and sector level strategies, will create a future demand gap that needs to be filled. To expand its production and increase levels of mechanization, the company is looking for a USD 300,000 investment machinery to supplement the existing plant. High local production volumes of maize and soybean, both critical inputs into CSB production, a secured and growing market, and limited local competition in the CSB processing landscape make this an excellent investment opportunity



Maize Investment Opportunity

Executive Summary



- The plan to further scale up the **National School Meals Program** will result in a **demand gap of ~25,000 MT** / year of Corn Soya Blend (CSB) by 2016
- Local maize and soybean production can easily fulfill the volumes required
- Implementing organizations such as WFP purchase large, pre-defined quantities and offer a secured market for local CSB processors
- Limited competition in the local CSB processing landscape allows for expansion of existing actors to meet the increased demand



- Tafika Milling is a local processor of high quality Likuni Phala (CSB),
 which it supplies to the government's School Meals Program
- To meet growing market demand and become a certified supplier to WFP and UNICEF, Tafika wants to increase its capacity and level of mechanization, and is therefore looking for a USD 300,000 investment
- Key challenges include Tafika's **market awareness**, limited **cash flow**, and **geographical reach** all of which have mitigation strategies in place



- The GoM is encouraging private sector led growth through policy reforms and incentives to attract investment
- Plans to scale up the National School Meals Program are anchored in a variety of national and sector level strategies, providing an investor with planning predictability due to a growing and secured market for its product
- Tafika is currently receiving donor and private sector support to upgrade its plant and machinery to meet WFP and UNICEF supplier requirements



Maize Investment Opportunity Market Opportunity



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Malawi National School Meals Program

The Malawi National School Meals Program aims to increase the enrolment, attendance, and retention of school children by offering them free, regular meals

Background of School Meals Program

- The National School Meals Program is an initiative by the Government of Malawi (GoM), which is implemented by the Ministry of Education, Science and Technology (MoEST)
 - The program aims to counter the challenges faced by the education sector, namely a high dropout rate, absenteeism, poor performance, and high illness cases, especially in rural areas
 - It started in 1999 with a pilot project implemented by the World Food Program in 24 schools, reaching ~24,000 learners
- In 2007, the Department of School Health, Nutrition, HIV and AIDS was established and mandated by a Cabinet directive to scale up the School Meals Program
- Since then, the program has been constantly expanded, currently reaching ~1500 schools

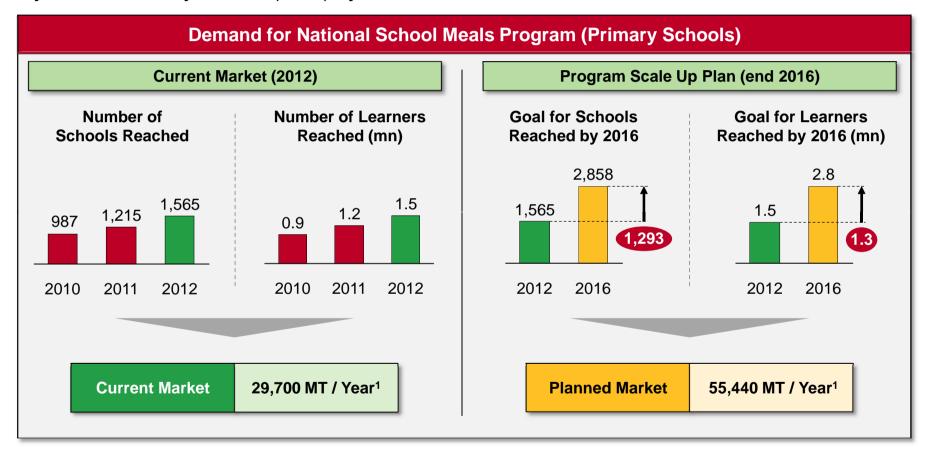
Program Objectives and Impact

- By providing school children with regular meals (mainly corn soya blend), the School Meals Program aims to:
 - Increase the enrolment, attendance and retention of children, specifically for girls and OVCs¹
 - Contribute to improvements in learning performance and nutritional status of primary school learners
 - Strengthen **local communities** to directly support programs
- According to survey from 2007, the program's key impact is the following:
 - 41% higher enrollment
 - 57% more girls enrolled
 - 97 % attendance



Local Demand for Corn Soya Blend

Plans to scale up the National School Meals Program will result in a demand gap of ~25,000 MT / year of Corn Soya Blend (CSB) by the end of 2016



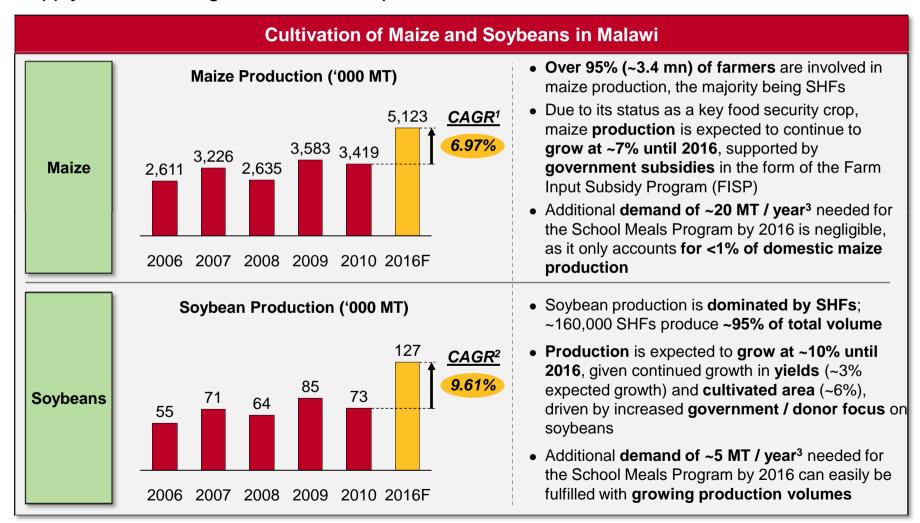
Demand Gap by 2016

25,740 MT / Year of Corn Soya Blend



Potential to Satisfy Increasing Demand

Malawian smallholder farmers already produce the necessary volumes of raw commodities to supply the increasing demand of CSB processors



Note: ¹ Forecast value based on historical (2006-2010) production growth; ² Forecast value based on forecasted growth in yield and cultivated area;

³ Assumes CSB mixture of 80% maize / 20% soybeans

Source: FAOSTAT; SATH; Monitor Analysis



Market Opportunity Implementing Organizations

The top three implementing organizations currently account for ~90% of the school feeding market and provide a secured market for local CSB producers

Implementing Partners / Organizations	Primary School (2012)		Demand in MT / Year ¹	
Ministry of Education, Science and Technology	2682			
World Food Program Organization 681			12,924	
ary Meals Organization 4393			8,331	
Millennium Village Project	8		152	
Good Neighbors	4	Top 3 organizations 76 account for ~90%		
Good Goal		total market	19	
Youth In Missions Organization	1		19	
Salvation Army	2		38	
Foundation for Irrigation and Sustainable Development	5		95	
Friends of German	1		19	
Faith and Community Based organizations, others	155		2,942	
TOTAL	1565	29,7	29,700 MT / Year	



Currently, about 1.5 million primary school pupils in 1565 institutions are fed every day across the country



Local Corn Soya Blend Market Landscape

Easily available inputs, secured output markets, and limited local competition in the CSB processing landscape offer an opportunity for expansion to meet growing demand

Production to End Market

Production

- Maize SHFs (~97%) / Commercial (~3%)
- Soybeans SHFs (~95%) / Commercial (~5%)

Aggregation / Trading

- ETG
- Mulli Brothers
- Rab Processors
- Small traders
- Transglobe

Local Processing¹

- Rab Processors
- Tafika Milling

Implementing Organizations

- Mary Meals
- MoEST²
- WFP³
- Others

Local farmers **produce sufficient quantity** to fulfill growing demand **Sourcing** of inputs is facilitated by a **large** number of local aggregators / traders

Only two major local actors **continuously engaged in** CSB processing

Opportunity

Large buyers provide a secured market for CSB

Note: ¹ Limited local involvement of Export Trading Group (mainly exports CSB), Rice Milling (only opportunistically), and Transglobe (focus on trading); ² Ministry of Education, Science and Technology; ³ World Food Program



Maize Investment Opportunity

Investment Overview



- The plan to further scale up the National School Meals Program will result in a demand gap of ~25,000 MT / year of Corn Soya Blend (CSB) by 2016
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- Key challenges include Tafika's **market awareness**, limited **cash flow**, and **geographical reach** all of which have mitigation strategies in place



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- Plans to scale up the National School Meals Program are anchored in a variety of national and sector level strategies, providing an investor with planning predictability due to a growing and secured market for its product
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Investment Overview

Tafika Milling Company – Organization Overview



Tafika Milling Company is a 100% Malawian owned and operated corn soya blend (CSB) processor with a growing reputation for its high quality products

- Tafika Milling is a medium-sized processing company, primarily producing CSB
 - The company was founded in 2010 and is owned and operated by Rhoda Misomali, a Malawian woman
 - It prides itself on high quality, nutritious products that satisfy consumer demand
- Under its Zathanzi brand, Tafika offers three main products:
 - Likuni Phala (Corn Soya Blend)
 - Cream of maize (maize flour)
 - Fat soya cake
- Zathanzi has not yet been publicly launched for general retail and is only sold in bulk, but plans are in place to launch the retail brand this year
- Tafika's key customer is the Government of Malawi through its School Meals Program





Investment Overview

Confidential

Business Model

Sufficient input quantities, high processing standards, and secured output markets provide the foundation for Tafika's high quality, locally sold products

Tafika Milling's Commercial Drivers

Sourcing and Aggregation

Timely and quality supply of the three key inputs (i.e., maize, soybeans, micronutrients) is guaranteed through local traders and SHFs, as well as global suppliers (i.e., vitamins from DSM¹ from South Arica)

2 Processing

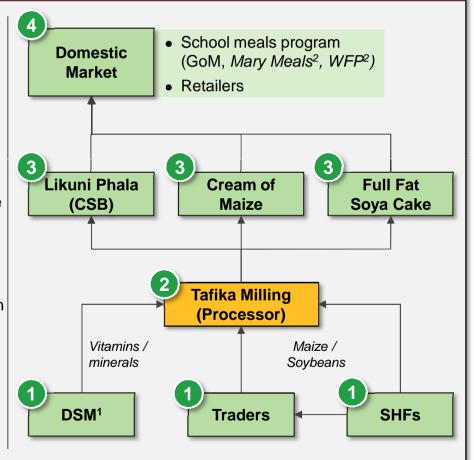
Ongoing work with Partners in Food Solutions to improve processing standards and quality through increased mechanization will enhance efficiency, increase production (currently 20 MT/day), and enable Tafika to become a certified supplier to e.g., WFP

Products

Supply to order ensures fresh outputs of the highest quality with long shelf life. Marketing initiatives will leverage the "Buy Malawi" public awareness campaign to boost demand for domestic products

Access to Markets

Current focus on local market driven by high and growing demand for CSB. A one-year contract for ~1500 MT with the GoM ensures secured market for Tafika's outputs, with expansion of the customer base (e.g., WFP) and regions planned in the near future





Investment Overview Operational Highlights



The final products are marketed under the Zathanzi brand and are directly channelled to the local market leveraging an affiliated company's transportation network

Sourcing Models



- Maize and soybeans are primarily sourced from local traders, with small amounts being purchased directly from SHFs
- The vitamins and minerals necessary to fortify the CSB are sourced from South Africa from DSM¹

Products



- Likuni Phala (CSB) accounts for 85% of Tafika's sales
- Two by-products, cream of maize (maize flour) and full fat soya cake account for 10% and 5% of sales, respectively

Target Markets



- Focus on the domestic market with key customers being the GoM's school feeding program and local NGOs; ongoing efforts to expand the current customer base (e.g., Mary Meals)
- Planned upgrade of processing line to meet requirements of WFP

Channels



- Majority of local sales are directly channeled to the various primary schools and other buyers (e.g., NGOs)
- Logistical support is provided by Tafika Construction, an affiliated company, for the transport of goods

Price



- CSB is sold in bulk at MWK 200/kg
- Moving into retail will allow for prices of up to MWK 500/kg



Investment Overview



Overview of Key Product: Likuni Phala (CSB)

Tafika Milling's main product is Likuni Phala (CSB), which the company supplies to primary schools that are part of the GoM's National School Meals Program

Likuni Phala (Corn Soya Blend)







- Likuni Phala (CSB) is a pre-cooked, milled mixture of maize and soybeans, fortified with micronutrients (vitamins and minerals)
- It is designed to provide protein supplements in food assistance programs to prevent and address nutritional deficiencies
- Government surveys indicate that Tafika's Likuni Phala is school children's' favorite

"The new porridge we get at school is my favorite and far better than the old one we used to get. Some of my friends told me they want to switch to my school now."

Chimwemwe Amoto, Pupil in Nsanje district

National School Meals Program







- The objective of the school meals' program is to increase children's enrolment, attendance and retention, while improving the nutritional status of primary school learners
- Grounded in the Education Pillar of the government's growth strategy (MGDS¹ II), the target is to reach 2,858 schools and 2.8 mn learners by end of 2016

"Our last questionnaire indicates that students are very satisfied with Zathanzi CSB. Having proven its high quality, we are **very confident that Tafika's contract will be renewed**."

Charles Mazinga, Government Coordinator of School Meals Program



Investment Overview

Plans for Future Growth



Building on its recent success, Tafika Milling is seeking a USD 300,000 investment to increase its capacity and level of mechanization to become a certified supplier to WFP and UNICEF

Plans for Future Growth

Expansion Plans

- Increase processing capacity from current 20 MT/day to 60 MT/day
- Increase level of mechanization to become a certified supplier to WFP, Mary Meals and UNICEF
- Leverage regional market potential and start exporting products to SADC countries

Equipment Needed

- The equipment needed to upgrade the plant include, amongst others:
 - Supplements to cleaning section (e.g., cleaner with cyclone), dry extruder, cooling system, electrical plant control panel, conversion kit for starch
- In addition, Tafika wants to leverage technical and strategic expertise from an investor

Investment Required

To implement its expansion plan Tafika Milling is looking for a USD 300,000 investment

"Due to poverty levels and nutrition deficiencies in Malawi CSB is not a luxury but a necessity; with all raw materials produced locally and growing market demand, this is the right time to invest and expand the business."

- Rhoda Misomali, MD, Tafika Milling



Investment Overview Social Benefit



Through the production of CSB, Tafika Milling creates a number of social benefits, including employment, and improvements in the nutrition and health of school children

Improved Nutrition



Improvements in the overall health and well-being of children receiving CSB as part of school feeding programs has been noted and is evidenced by a decrease in the number of sick days taken

The provision of meals at schools has resulted in a number of direct benefits, including increased enrolment, particularly of girls, improved attendance and increased learning capacity of students



Educational Benefits

Employment Creation



Tafika's raw inputs are supplied by roughly **200 SHFs**, whilst the plant currently **employs 18 full time employees** and **up to an additional 32 casual workers** when required due to high processing requirements

An indirect social benefit of processing CSB for school feeding programs is the creation of a constant and growing market for maize and soybeans production thus increasing sales and incomes of SHFs producing these crops



Improved SHF Livelihoods

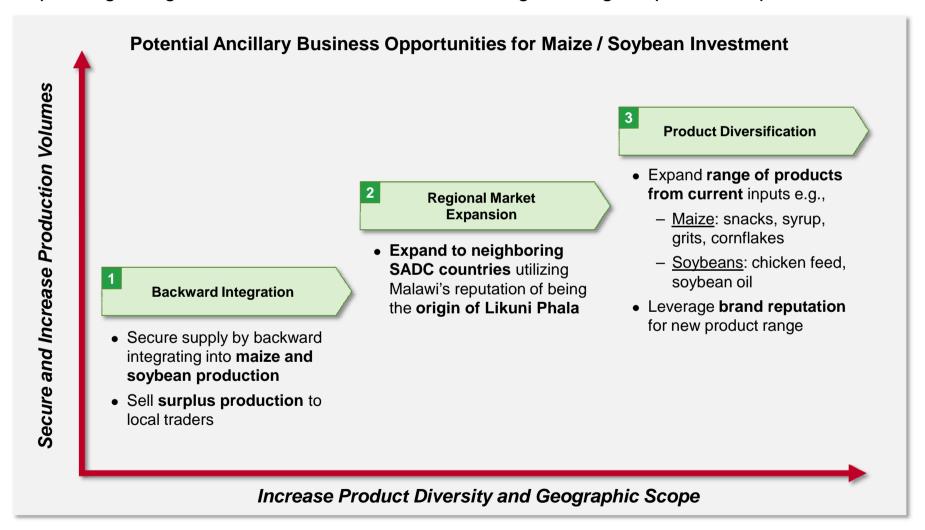


Investment Overview



Growth Potential

Growth potential for Tafika lies in backward integrating into maize and soybean production, expanding to regional SADC countries, and increasing the range of processed products





Investment Overview



Key Challenges and Mitigating Strategies

Key challenges include the acceptance of Tafika as a key supplier by major buyers, limited cash flow, and geographical reach in Malawi – all of which have mitigating actions in place or planned

Key Challenges	Description	High	Med	Low	Mitigation Strategies (Ongoing vs. Planned)
Acceptance and Market Awareness	Due to its recent formation, some major buyers (i.e., WFP and Mary Meals) have not begun to use Tafika Milling as their supplier	*			 ✓ Having won the bid for a long-term contract with the Government of Malawi's school meals program will establish a track record and prove Tafika's ability to deliver ≈ Marketing activities will be scaled up after the official launch of the Zathanzi brand to increase market awareness and get into retail shelves
Cash Flow	Limited capital hinders purchase of inputs for a whole year in advance; delay in payment can negatively affect Tafika's cash flow	*			 ✓ Acquisition of year-long contract with government ensures planning certainty and serves as collateral for input financing ✓ High visibility of school feeding ensures that all actors adhere to contractual obligations ≈ Planned expansion of customer base and scaling up of production volumes will improve cash flow and facilitate provision of inputs
Geographical Reach	The geographical spread of primary schools across the country, as well as poor infrastructure in rural areas, can act as barrier to expansion			*	 ✓ Utilization of Tafika Construction trucks to transport CSB to the end customer ≈ Formation of own truck fleet to reduce costs and dependence ≈ Improvement of rural road infrastructure by the GoM will improve access to rural schools



Maize Investment Opportunity

Enabling Environment



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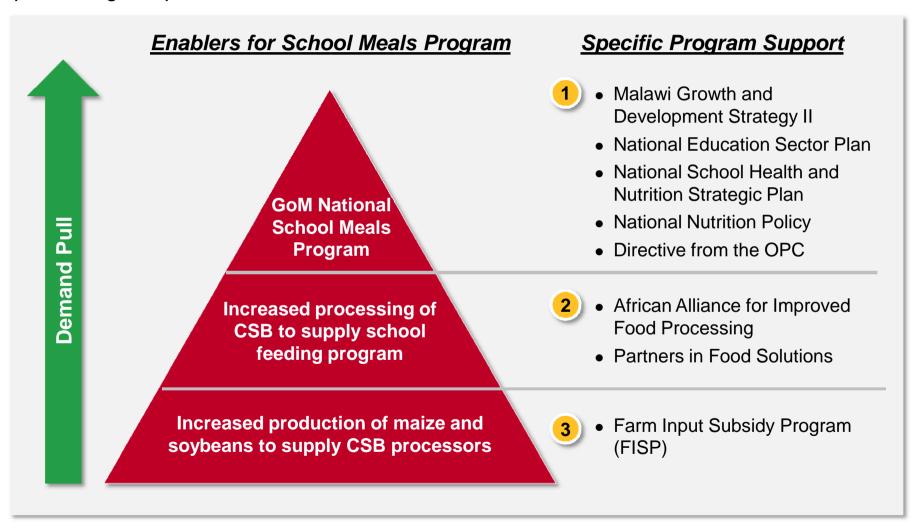


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Key Enablers for School Meals Program

The National School Meals Program acts as a demand pull that requires increased activities at a processing and production level in the CSB value chain





Government Support for School Meals Program

Plans to scale up the National School Meals Program are anchored in a variety of national and sector level strategies and provide an investor with planning predictability

Government Support

Malawi Growth and Development Strategy II Highlights the scaling-up of the School Feeding Program as a key strategy for the education pillar

National Education Sector Plan Attributes recurrent cost for school feeding and nutrition activities until 2017 in sector plan budget¹

National School Health and Nutrition Strategic Plan

 Provides strategic guidance on school health, nutrition activities, and program implementation

National Nutrition Policy

 Promotes scaling up of school feeding, health and nutrition interventions to all public primary schools

Directive from the OPC

 Mandates the MoEST² to implement a Universal School Feeding Program

Benefit to Investor

Broad government support at both a national and sector level with plans to scale up the School Meals Program ensures the investor with a growing and secured market for their product

Note: ¹ 2012 figures: USD ~1.5 mn / year with additional USD ~20 mn donor contribution; ² Ministry of Education, Science and Technology Source: Public Sector Interviews, 2012; Monitor Analysis



2 Donor and Private Sector Support for Processors

The African Alliance for Improved Food Processing and the Partners in Food Solutions initiative offer free technical support to selected food processors, including Tafika Milling

Private and Public Sector Initiatives and Coordination

- The African Alliance for Improved Food Processing (AAIFP) is a USAID-funded initiative designed to assist the transformation of the food processing sector in African countries
- Partners in Food Solutions is an initiative of General Mills, partnered with Cargill and DSM, to share knowledge and expertise with food processors in Africa
- Due to their mutual objectives, the two initiatives are operating jointly within Malawi to focus on the development of selected processors, with a particular emphasis on CSB processing
 - CSB has been selected as the priority product for Malawi due to the high prevalence of malnutrition in the country, and vast supply of inputs (maize and soybeans)
 - Increased processing capacity will enable Malawi to serve its domestic CSB demand, and to export regionally
- Free technical support is provided to selected food processors, including Tafika Milling
- Attempts to link processors to finance and discounted machinery are made through the use of strategic partners

Benefit to Investor

<u>Potential benefits of investing in</u> <u>Tafika Milling:</u>

- Free (technical) support, such as
 - Evaluation of and support to improve the plant setup
 - Staff training
- Facilitation of a discounted deal with Insta-Pro International¹ to upgrade Tafika Milling's plant and machinery
 - Goal to fully automate the processing plant to meet WFP and UNICEF requirements
 - Relationships with WFP and UNICEF are currently being established to provide direct feedback as to what is required to become a supplier to their programs



Farm Input Subsidy Program

The GoM supports SHFs through a subsidy that aims at increasing food security through higher maize production; this benefits maize processors, as supply of raw material is guaranteed

The Farm Input Subsidy Program (FISP)

- The Farm Inputs Subsidy Programme (FISP) implements
 Focus Area 1 (Food Security and Risk Management) of the Agriculture Sector Wide Approach (ASWAp)
- The program aims at increasing food security at household and national levels through facilitating SHF access to improved farm inputs and adoption of improved technologies in maize production systems
 - Coupon-vouchers are distributed that enable households to purchase fertilizer, hybrid seed, and/or pesticides at significantly reduced prices
- The successful implementation of the FISP has positively affected **agricultural growth** (9.23% from 2006 to 2009) and has led to **significant increases in maize production** from 1.2 mn MT in 2004/05 to 3.4 mn MT in 2009/10
- Current plans are to continue the FISP but to expand its focus to legumes, such as groundnuts and soybeans

Benefit to Investor

Increased maize

production and
quality ensure the
investor has a
consistent and
continuous supply of
the key input for CSB
processing



Government of Malawi Initiatives

In addition, the GoM is encouraging private sector-led growth through policy reforms, incentives to attract investment, and a number of turnkey projects that facilitate operations

Private Sector Development

- The GoM has enacted new bills targeted at supporting the development of the private sector, for example, the Business Registration Bill and the Public Private Partnership Bill
- Further amendments are in process, including a review of the Company Law
- To incentivize the private sector to enter Malawi, general incentives have been put in place, such as an allowance on expenditure for new machinery
- Incentives for manufacturing under bond are in place, including export and transport tax allowances

Sector Strategies

- The ASWAp¹ is a comprehensive agriculture sector strategy focused on agriculture-led economic growth
 - Maize and soybeans are identified as key crops for securing and improving nutrition and increasing local processing activities
- The NES² is a roadmap for developing a productive base for export competitiveness and economic empowerment
 - The focus on value addition through agro-processing will benefit private sector firms involved in CSB processing

Turnkey Projects

- The Millennium Challenge Corporation (MCC) Energy Project
 - By improving electricity efficiency and providing more reliable access to power the number of hours lost to power outages by processors will be significantly reduced
 - This will improve the operating environment for processors
- The Green Belt Initiative (GBI)
 - The GBI will expand Malawi's area under irrigation which will increase yields and enable yearround cultivation, thus increasing production overall



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Contact Information

Government and Tafika Milling Contact Details

For more information about this investment opportunity or other investment opportunities available in Malawi, please contact the representatives below

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