



A Report on Exposure visit of the Malawi delegation to Hyderabad, India organized by GIZ India & Malawi with the support of MANAGE & Access Livelihoods

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About Triangular Development Cooperation

On May 2, 2022, India and Germany signed a Joint Declaration of Intent to implement Triangular Development Cooperation (TrC) projects. This agreement was established during the Inter-Governmental Consultations in Berlin, representing a key milestone in promoting global collaboration for sustainable development.

Triangular Development Cooperation (TrC) is a partnership model that brings together three main participants: Germany (as the traditional donor), India (as a key partner with valuable expertise and experience), and Malawi (as the recipient country). This approach merges financial support, technical expertise, and local knowledge to tackle development issues in a more efficient and sustainable manner.

Within the framework of the India-Germany-Malawi collaboration, TrC facilitates the joint execution of innovative initiatives—such as the Agri-Business Incubator Model aimed at empowering women in agriculture and food systems—by combining the unique capabilities and strengths of all three countries.

Key Collaborating Partners

❖ Political Partners

The main political stakeholders of the TrC Project are the German Federal Ministry for Economic Cooperation and Development (BMZ), serving as the facilitating partner; NITI Aayog from the Government of India, acting as the pivotal partner; and the Ministry of Industry and Trade of Malawi, functioning as the beneficiary partner.

❖ Implementing Partners

The primary implementing partners of the TrC Project include Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) from both India and Malawi, the National Institute of Agricultural Extension Management (MANAGE) and Access Livelihoods from India, as well as the Small and Medium Enterprises Development Institute (SMEDI) from Malawi.

In India, MANAGE and Access Livelihoods—both recognized for their expertise in developing, supporting, and mentoring agri-incubators—are offering technical support and specialized knowledge for the project. In Malawi, SMEDI has been designated as the main institution responsible for anchoring and advancing the agri-business incubator ecosystem. GIZ is overseeing and facilitating the project's implementation and progress monitoring.

Objectives of TrC Project

The TrC Project was primarily aimed at establishing an Agri-Business Incubator Model to support women engaged in agriculture and food systems in Malawi. This

initiative is in line with Sustainable Development Goals (SDGs), specifically Goal 1 (No Poverty), Goal 5 (Gender Equality), and Goal 8 (Decent Work and Economic Growth).

The main objectives of the project included:

- Establishing an agri-business incubator to support MSMEs and women-led collective enterprises in Malawi.
- Strengthening the capacity of at least one local institution—specifically SMEDI—through initiatives such as Training of Trainers programs.
- Promoting the creation of a dedicated fund to assist women-led enterprises.
- Offering policy guidance and recommendations for developing high-quality agri-business incubators in Malawi.
- Enhancing the skills and capabilities of 50 women entrepreneurs.

Overview of the Visit

After the initial visit of Indian delegates to Malawi, a nine-day exposure visit for delegates from Malawi was organized in November 2022 by GIZ India and GIZ Malawi, with support from Indian partners MANAGE, Hyderabad and Access Livelihoods. The purpose of the visit was to explore sustainable agri-business incubator models in India and interact with key stakeholders in the agri-business incubation ecosystem.



Objectives of the Visit

The purpose of the visit was to engage with successful cooperatives, agribusiness incubation centers, agri-startups, and agri-entrepreneurs, with a focus on learning how the Government of India is supporting various stakeholders in implementing diverse agribusiness models. These models are now significantly benefiting women and youth, particularly in rural regions.

Malawi Delegation Members

The Malawi delegation comprised the following members:

| S. No. | Name | Designation | Institution |
|--------|--------------------------------------|-------------------------------|--|
| 1 | Mr. Limibikani Kachiwaya | Deputy Director Of SMEs | Ministry of Trade and Industry |
| 2 | Mr. Rodrick Asserf Goodson Chattaika | Chief Executive Officer (CEO) | Small and Medium Enterprises Development Institute (SMEDI) |

| | | | |
|---|--------------------------------|--|--------------------------------------|
| 3 | Mr. Francis George Mwamadi | Business Training Manager | SMEDI |
| 4 | Ms. Emma Chikumbutso Katengeza | Managing Consultant | Synergy (A Private Incubator) Malawi |
| 5 | Ms. Temwa Disi | Chief Executive Officer & Women Entrepreneur | Temwanani Agri Foods |
| 6 | Mr. Tymon Mphaka | Technical Advisor | GIZ, Green Innovation Centre, Malawi |

Highlights of the Visit

A six-member delegation from Malawi visited Hyderabad, India, from November 13 to 19, 2022. During their stay, the team explored several national and state-level institutions located in Hyderabad.

▪ Indian Institute of Millet Research (ICAR-IIMR) and NutriHub

The delegates began their visit at ICAR-IIMR, India's premier research institute dedicated to millet value chains—from production to processing and marketing. The institute has developed over 50 millet-based products like biscuits, pasta, and macaroni, showcasing the immense potential of millet value addition.



The team also explored NutriHub, IIMR's agri-business incubator that supports startups with technical guidance in millet production, product development, marketing, and financing. A key highlight was the discussion with Dr. B. Dayakar Rao, Director & CEO of NutriHub, regarding the proposal to set up a similar millet-focused incubation centre in Malawi, with ICAR-IIMR offering technical collaboration and expertise.

▪ **AgHub at PJTSAU, Hyderabad**

The Malawi delegation visited AgHub, an incubation centre established under the Hub and Spoke model at Professor Jayashankar Telangana Agricultural University (PJTSAU), Hyderabad. AgHub plays a pivotal role in nurturing entrepreneurial ecosystems across diverse agricultural value chains. It supports early-stage startups and student entrepreneurs through expert mentoring in areas such as technology, business development, and funding opportunities. The insights gained from this visit showcased how the Hub and Spoke model can optimize resource utilization across sectors by fostering collaborations and strategic partnerships—an approach that holds strong potential for replication in Malawi’s entrepreneurial landscape.



During the visit, the delegation engaged in discussions with Dr. R. Kalpana Sastry – Managing Director, and Mr. Vijay Nadiminti – CEO & Director of AgHub, who expressed their willingness to facilitate connections with their existing network of stakeholders to support Malawi’s incubation efforts.

▪ **Centre for Innovation & Agripreneurship (CIA) at MANAGE**

The National Institute of Agricultural Extension Management (MANAGE), Hyderabad, is an autonomous institution under the Ministry of Agriculture & Farmers Welfare, Government of India. It serves as one of the key Indian partner organizations in the TrC Malawi Project.

As part of the initiative, the Malawi delegation visited the Centre for Innovation & Agripreneurship (CIA) at MANAGE—an agri-business incubator and a recognized knowledge partner under the RKVY-RAFTAAR Scheme. The purpose of the visit was to explore the diverse incubation programs offered for agripreneurs and startups, including the Pre-Incubation Mentoring Program, Incubation Program, Accelerator Program, and Post-Incubation Support, all of which are backed by various government grants and schemes.

Representatives from SMEDI, the primary implementing partner from Malawi, gained valuable insights into MANAGE's journey toward sustainable growth and its role in fostering entrepreneurship in both rural and urban settings with limited resources.



Inspired by the MANAGE-CIA model, SMEDI aims to establish a similar Agri-business Incubator for Women in Agriculture & Food Systems at its Mponela campus. This support structure is seen as a novel concept for Malawi's incubation ecosystem. Consequently, both institutions plan to formalize collaboration through a Memorandum of Understanding (MoU) to facilitate knowledge transfer under the TrC pilot project.

Additionally, it was agreed to launch training programs with MANAGE focusing on business and incubation management. Emphasis was also placed on adopting Indian processing equipment technologies that could be introduced and utilized effectively in Malawi.

▪ **Women Entrepreneurs Hub (WE-Hub)**

The Malawi delegation visited WE-Hub, a state-supported initiative dedicated to empowering women entrepreneurs by helping them launch, expand, and access international markets. WE-Hub offers incubation support across diverse sectors, providing essential services such as funding, mentorship, and strategic guidance for business growth.

During their interaction with the WE-Hub management team, the delegates discussed the unique challenges faced by women entrepreneurs—particularly in gaining access to finance and reaching broader markets. The team was introduced to specific support mechanisms offered by WE-Hub, including branding and product labelling assistance, facilitating shelf space in retail outlets, and offering paid opportunities to sell products through their store networks.



The delegation recognized WE-Hub as a model of strong government commitment toward building an inclusive entrepreneurial ecosystem for women. They concluded that similar initiatives could be adapted and implemented in Malawi's private incubation landscape, with organizations like SYNERGY taking the lead in replicating WE-Hub's success to uplift women entrepreneurs locally.

▪ **Santhoshi Women's Thrift Cooperative, Kothakonda**

The Malawi delegation visited the Santhoshi Women's Thrift Cooperative, a self-reliant women-led cooperative that functions entirely without government financial assistance.

This grassroots model offers its members a range of financial services including savings, credit, and insurance, all governed by rules and conditions established by the members themselves. The cooperative has developed its own banking system tailored for women and actively promotes borrowing for investments in agriculture.



During their visit, the delegates engaged with the cooperative's Board of Directors and members to gain a deeper understanding of its structure and operations as a rural cooperative model.

They observed that Malawi's existing Village Savings & Loan (VSL) groups could greatly benefit from training in cooperative governance, service delivery, and sustainability, drawing lessons from India's thrift cooperatives. Such an adaptation could expand access to financial tools like savings, fixed deposits, and credit, while also enabling rural women to invest and benefit from additional services including health and education support.

▪ **Mulukanoor Cooperative Rural Credit and Marketing Society (MCRCMS)**

The Malawi delegation visited the Mulukanoor Cooperative Rural Credit and Marketing Society (MCRCMS), one of the oldest registered cooperatives in Hyderabad. MCRCMS functions as an umbrella organization offering a broad spectrum of services, including financial assistance, agricultural extension, input supplies, value addition and marketing, welfare schemes, insurance, and consumer services. It also plays a key role in promoting collaboration among smaller cooperatives.



During the visit, the delegation met with Mr. A. Praveen Reddy, President of MCRCMS, to explore how the cooperative model functions effectively at such a large scale. The discussions highlighted the significance of a robust governance structure, member benefits, and transparent operational systems as foundational pillars for the sustainability of cooperatives. Strict adherence to rules and regulations was identified as essential for fostering trust and cooperation among members. The delegation recognized that this cooperative model could be successfully adapted and implemented within the Malawian context.

- **Mulukanoor Women's Cooperative Dairy (MWCD)**

The Malawi delegation visited the Mulukanoor Women's Cooperative Dairy (MWCD), India's pioneering all-women cooperative dairy. Operating as a dairy union, MWCD encompasses 192 primary Women Cooperative Dairies within a 30 km radius of Mulukanoor village. Women members from surrounding areas contribute milk to the cooperative, which not only strengthens their involvement but also minimizes procurement-related transport costs. The dairy processes and markets its products under its own brand, offering extensive promotion and a broad product portfolio.



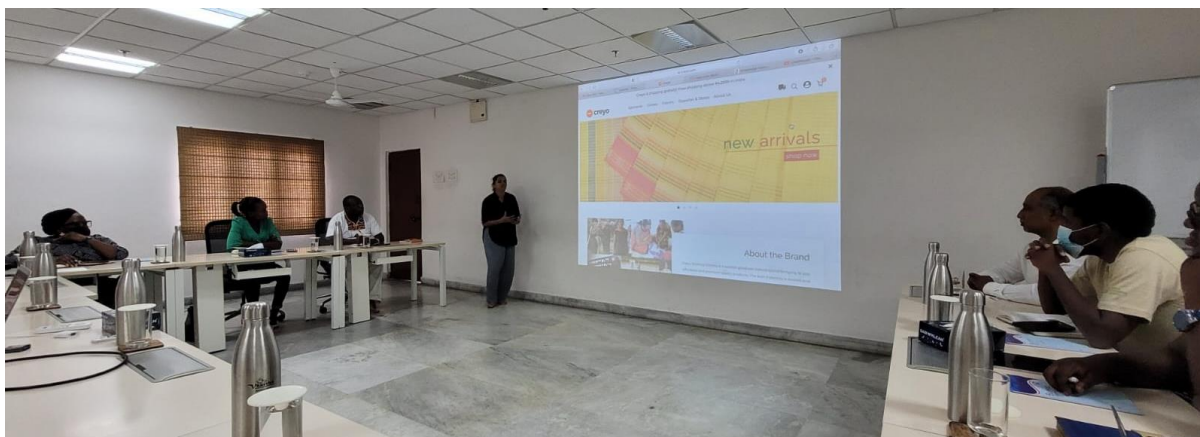
MWCD extends a range of services to its members at subsidized rates, including cattle feed, veterinary medicines, artificial insemination, fodder seeds, life and animal insurance, as well as training and skill development.

The delegation met with Mr. M. Bhaskar Reddy, CEO & GM of MWCD, to delve into the strategies that enable the cooperative to maintain competitiveness in the dairy industry. Discussions revolved around member retention, managing inconsistent milk supply, and maintaining high-quality standards. The delegation concluded that such a women-led dairy model could be effectively adapted and implemented in Malawi on a smaller scale to unlock growth opportunities in the dairy sector.

- **Access Livelihoods**

The Malawi delegation visited Access Livelihoods, a social enterprise founded in 2005 that focuses on creating sustainable livelihoods. Recognized as an Established Incubation Centre (EIC) under the Atal Innovation Mission, it specializes in incubating enterprises that are owned and operated by marginalized women, helping to build inclusive and resilient livelihood ecosystems. Access Livelihoods is also one of the Indian partner institutions in the TrC Malawi Project.

During the visit, the delegation engaged in discussions about various incubation initiatives undertaken by Access Livelihoods, including CHITRIKA's women entrepreneurship programme, implemented under the Green Innovation Centre project by GIZ India.



Key points of discussion included strategies for sustaining incubators, branding and marketing for cooperatives, and establishing reliable revenue streams. Branding models like Creyo were highlighted as effective tools for cooperative marketing and leveraging economies of scale. The team also explored how cooperative frameworks could support local production of organic fertilizers and found the shell structure design used in factory construction to be a practical model that could be replicated in Malawi.

▪ **Naganpalle Women Farmers Services Producer Company**

The Malawi delegation visited the Naganpalle Women Farmers Services Producer Company, a rural initiative where local communities take the lead in identifying their own needs, challenges, and corresponding solutions. The program is supported by the Ramoji Foundation and receives technical mentorship from Access Livelihoods. Primarily focused on agriculture and dairy, the cooperative is rooted in community participation.



The organization extends support to its members through training programs, assistance in developing business plans, and access to financial support. It also plays an active role in delivering community services, helping empower women farmers and build self-reliant rural enterprises.

▪ **Technology Hub (T-Hub)**

The Malawi delegation visited the Technology Hub (T-Hub), a leading innovation centre and ecosystem facilitator located in Hyderabad. Renowned for nurturing startups, T-Hub offers access to cutting-edge technology, skilled talent, experienced mentors, potential customers, corporate partners, investors, and government networks. It represents a forward-looking innovation ecosystem, working in close collaboration with enablers and stakeholders across Telangana, India, and globally.



T-Hub also plays a crucial role in bridging the gaps often encountered by trained entrepreneurs as they navigate the challenges of launching and scaling their ventures.

Workshop organised at MANAGE, Hyderabad

MANAGE hosted a one-day workshop for the Malawi delegation on the theme "Enabling Agri Startup Ecosystem in India." The event brought together prominent dignitaries including Mr. Jayesh Ranjan, Principal Secretary, Government of Telangana; Dr. Chintan Vaishnav, Mission Director, Atal Innovation Mission, NITI Aayog (virtually); Mr. Chaman Lal, Component Head, Trilateral Cooperation Project (TCP) Fund for Asia, GIZ; Dr. P. Chandra Shekara, Director General, MANAGE; Dr. Saravanan Raj, Director

(Agricultural Extension), MANAGE; and Mr. G. V. Sarat Kumar, Executive Director, Access Livelihoods.



The Malawi team gained valuable insights into creating conducive policies for establishing inclusive and sustainable incubators and enterprises. The workshop explored Telangana's policy models for innovation, entrepreneurship, and international collaboration. National institutions such as MANAGE shared their pivotal role in shaping India's Agri-business ecosystem.



Two experience-sharing sessions featured incubatees and startup founders supported under MANAGE-CIA and the RKVY-RAFTAAR scheme. Malawi delegates interacted directly with NITI Aayog, Telangana Government officials, and successful entrepreneurs.





As a key outcome, NITI Aayog and the Government of Telangana expressed commitment to supporting Malawi in drafting policy guidelines to develop a world-class inclusive agri-incubator. They also offered recommendations for refining Malawi's existing National Business Incubation Strategy (2021–26). Additionally, NITI Aayog agreed to facilitate capacity-building programs for SMEDI and Malawi's ministries, along with ongoing exchange initiatives involving successful MANAGE-supported startups during the broader implementation of the project.

Key Outcomes

The following are the key takeaways and recommendations from the Malawi delegation's visit to India:

- In collaboration with NITI Aayog and the Government of Telangana, Malawi will work on framing policy guidelines for establishing a world-class inclusive agri-incubator, alongside refining its existing National Business Incubation Strategy.
- NITI Aayog will spearhead capacity-building initiatives to help Malawi develop a robust ecosystem for innovation and entrepreneurship.
- The successful MANAGE-CIA incubation model is proposed to be replicated at SMEDI, supported by a structured knowledge exchange between both institutions.
- To unlock the untapped potential of millet cultivation in Malawi, the Ministry of Trade & Industry has suggested establishing a millet-focused incubation centre with technical support from ICAR.
- Food processing and value addition across agriculture and allied sectors have emerged as priority areas where Malawi seeks Indian expertise and technological inputs.
- The Government of Malawi is encouraged to take a leading role in developing incubation infrastructure by mobilising capital, offering mentorship, and partnering with research institutions and the private sector.

- Strategies related to branding, marketing, and the use of shell structure factory designs can be adapted for Malawian cooperatives and incubators.
- The Ministry of Trade & Industry (MoTI), Malawi, is advised to provide training in cooperative governance, which will boost cooperative formation and facilitate access to finance and inclusive rural development.
- Women-centric models such as thrift and dairy cooperatives observed in India can be introduced in Malawi, along with expansion into diversified services.
- There is an urgent need to transfer small-scale processing technologies and machinery from India to Malawi to aid in the value addition of agricultural products.

Conclusion

The Malawi delegation gained invaluable first-hand exposure to India's vibrant agri-business incubation ecosystem, cooperatives, and innovation-driven enterprises, engaging closely with pioneering government bodies and institutions active in this domain.

Following visits to various incubators, the delegates recognized that Malawi's incubation efforts currently revolve mostly around training. This exposure served as a catalyst for reimagining the concept of incubation in Malawi by expanding its scope to include essential ecosystem players critical to the operational success of incubators.

Another key observation was the fragmented nature of Malawi's incubation ecosystem, with various players working independently and lacking a central institution to serve as an "incubator of incubators." Inspired by the Indian model, Malawi expressed interest in learning how India successfully fosters collaboration among ecosystem actors to achieve shared development goals.

The Ministry of Trade & Industry (MoTI), Malawi, further stressed the importance of engaging additional ministries to collectively contribute to this effort, thereby generating broader socio-economic impact across rural, peri-urban, and urban communities. The coordinated involvement of the Government of India, the Government of Malawi, and support from Germany's BMZ was recognized as a promising step toward realizing a productive Triangular Cooperation among the three nations.

There was also a strong desire from the Malawian side to expand collaboration with India beyond setting up agribusiness incubators. They aim to connect with a broader spectrum of Indian institutions to create a comprehensive support network that nurtures innovations, entrepreneurs, startups, technologies, incubators, research bodies, and private sector actors—ultimately strengthening the MSME landscape and incubation infrastructure in Malawi.

