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INDUSTRIAL DEVELOPMENT ORGANIZATION



Ghanaian Clusters, Sharing Solution &
Developing the Possibilities for
Competitiveness

COORDINATE-COMPETE-CONFORM-CONNECT





Akwaaba!

To the Ghana International Cluster Conference 2024!

We are delighted to welcome you to the third edition of the Ghana International Cluster Conference 2024 on the theme “Ghanaian Clusters, Sharing Solutions & Developing Possibilities for Competitiveness.”

The multiple cluster initiatives resulted in increased collaboration among cluster members, enhanced knowledge sharing and greater access to markets through collective negotiation.

We are thrilled to bring together cluster experts, practitioners, and enthusiasts from Ghana and beyond once more, building on the great success of our previous conferences in 2022 and 2023. The conference this year aims to improve the experience by expanding upon the strong groundwork established previously.

Clusters have a critical role in promoting competitiveness, enabling market access, and accelerating economic growth. They are engines of job creation, empowering women and youth, and bolster the resilience of small and medium-sized enterprises (SMEs). The Ghana International Cluster Conference 2024 aims to delve deeper into these themes, unveiling new strategies, and disseminating international best practices to inspire and boost Ghanaian clusters.

Through stimulating discussions, insightful sessions, and collaborative networking opportunities, we hope that this conference will serve as a catalyst for a paradigm shift. We are collectively committed to shaping the future of cluster development in Ghana, harnessing the power of clusters to drive sustainable economic development and foster inclusive growth.

We invite you to seize this unique opportunity to connect, learn, and build impactful partnerships that will catapult Ghanaian clusters to unprecedented heights. Together, we can tap into the latent potential within our clusters and cultivate a vibrant ecosystem of innovation, collaboration, and economic prosperity.

We express our profound gratitude to all participants (local and international), speakers, and particularly SMEs who have been the driving force of most clusters. Your active participation mirrors the dedication and passion we all share for cluster development.

By focusing on cluster development, sharing solutions, and exploring new possibilities, Ghana can significantly enhance the competitiveness of its agricultural sector and other industries. These strategies promote collaboration, innovation, and efficiency, which are essential for sustainable economic growth and development.

Let's embark on this extraordinary journey of knowledge exchange, collaboration, and transformative impact.

Sincerely,
WACOMP Ghana team



In March 2019, with funding from the European Union, the United Nations Industrial Development Organization (UNIDO) launched the West Africa Competitiveness Programme in Ghana (WACOMP-Ghana) to enhance the competitiveness for the export of cassava, fruits, cosmetics, and personal care products from Ghana.

The project adopts the UNIDO Cluster Development Approach as a strategic tool to boost the competitiveness of SMEs, foster a private sector-driven economy capable of stimulating high rates of growth, generating employment opportunities, and improving market access.

The Ghana Component Project is part of the West Africa Competitiveness Programme (WACOMP), which is being implemented with a subsidiary approach in sixteen ECOWAS countries, with a total funding of €120 million. The main objectives of the program are to strengthen the competitiveness of West African countries and enhance their integration into the regional and international trading system. With this aim, the WACOMP program focuses on improving the performance, growth, and contribution of selected value chains to industry, regional trade, and exports, as well as enhancing the business climate at national and regional levels.

In Ghana, the project aligns with the vision of the Government of Ghana to stimulate economic growth, strengthen the private sector, and alleviate poverty through job creation opportunities, particularly for women and youth.



WACOMP'S OVERALL OBJECTIVES

Specific Objective 1

⊕ *Improve the performance, growth and contribution to industry, regional trade and exports of selected Value Chains*

Country level

- Competitiveness at firms level is improved, especially through the Cluster's approach.
- Intermediate organisations of the selected VC's are strengthened and service delivery to SMEs is improved and expanded (quality standards, new green solutions, market access, etc..).

Regional level

- Better regional linkages among selected VCs actors are promoted and key regional intermediary organisations are supported.
- Regional quality infrastructure system is strengthened, with a view to promote environmental issue.

Specific Objective 2

⊕ *Improve the climate for business at national and regional levels*

Country level

- Regional policies in favour of competitiveness are mainstreamed in the country and help enable a business-friendly environment.

Regional level

- The regional policy and framework to improve competitiveness are harmonised, formulated and monitored.
- The capacity of the ECOWAS and UEMOA Commissions and Member States to successfully manage, coordinate and monitor the programme is strengthened.

WACOMP Ghana is implemented following the 5 Cs for competitiveness approach

5 C's for competitiveness

Coordinate

Promote dialogue and synergies within the VCs through Value Chain Strategic Committees.

Compete

Develop competitive manufacturing capabilities by upgrading SMEs through clusters.

Conform

Support Quality Infrastructure and SMEs to comply with market requirements.

Connect

Promote efficient connectivity to markets by strengthening marketing capacities.

Credit

Link SMEs to financial institutions to access appropriate and affordable credit schemes.



2023 Conference Overview

The Ghana International Cluster Conference 2023, organized by WACOMP Ghana in close cooperation with the Ministry of Industry and Trade, brought together more than 140 participants on-site and an additional 40 virtually, featuring collaboration between international cluster experts from Morocco, Spain, and their Ghanaian counterparts.

Under the theme "*Ghanaian Clusters, A Driving Force for the Economy*," the conference highlighted Ghanaian cluster success stories, emphasizing best practices and results in cluster development, SMEs collaborations and market access.



Key Insights and Recommendations:

The 2023 International Cluster Conference generated valuable insights and recommendations, some of which include:

- Clusters are essential tools for Ghanaian SMEs to leverage the opportunities presented by the single African market through the AfCFTA;
- Clusters can enhance SME competitiveness by facilitating the sharing of tools, strategies, and a unified approach to market sourcing;
- The establishment of common processing facilities within clusters can promote integration, positively impacting the country's industrial and economic development;
- Strengthened synergies at the cluster level contribute to a more positive and competitive image for clusters;

Ghanaian Clusters, A Driving Force for the Economy"

was the theme for the 2023 conference





- Key elements for successful clusters include strong professional cluster teams, good governance, unique visions, dedicated service portfolios, adaptable leadership, and understanding of sector challenges;
- Clusters facilitate SMEs' access to skills, know-how, technology, and finance for improved compliance with standards;
- Enhanced dialogue between SMEs and quality infrastructure institutions leads to concrete results, such as standard development and improved quality at the cluster and SME levels;
- Research and Development (R&D) collaboration within clusters stimulates innovation through shared resources and techniques.



Looking Ahead:

Expectations for the 2024 Cluster Conference

Expect information on best practices in establishing and nurturing clusters, joint projects within clusters, success stories from Ghana and other countries, while getting insights from digital platforms facilitating resource sharing and knowledge dissemination, including viable financial options.

“Cluster is where innovation meets collaboration and leads to success”

Conference Thematic Focus:

The conference will feature thematic sessions that delve into key topics related to cluster development:

01 The role of women in industrial clusters and how clusters can support gender equality

Delve into the pivotal role women have played in enhancing the clusters' competitiveness in Ghana. The session would also explore women's untapped potential in Ghanaian clusters and the transformative power of gender equality in competitiveness. The panel will discuss how women, often the backbone of these clusters, contribute to innovation, productivity, and sustainability. Explore strategies clusters can adopt to trigger gender equality for inclusive policy development and capacity building initiatives.

02 Discovering Cluster Management and Facilitation Excellence

Understand the intricacies of cluster management, and the path to achieving excellence. The session will explore the vital role of Cluster Management Organizations (CMOs) and uncover key factors for effective cluster facilitation. Participants will gain insights into the importance of funding for CMOs and establishing economically viable clusters. The session will also highlight UNIDO WACOMP contribution in fostering successful cluster management organizations to maximize their potential for sustainable economic growth.



Looking Ahead:

Expectations for the 2024 Cluster Conference



03 Trending issues

Stay abreast of the latest developments in the cluster landscape fostering collaboration and innovation. Understand the framework and fundamentals, their implications, and discuss potential strategies for Ghanaian clusters. Navigate through important topics such as the EUDR and updates on AfCFTA. The session will also discuss how AI can enhance the competitiveness of clusters by improving efficiency, productivity, and decision-making.

05 Innovative Finance for SMEs

Discover how UNIDO WACOMP's holistic approach to cluster development has unlocked new pathways to financial inclusion and sustainable development. Also learn about how UNIDO WACOMP is contributing to address the multifaceted challenges to SMEs financing. Participants will gain valuable perspectives on emerging trends, best practices, and opportunities in innovative finance for SMEs.

04 International Best Practices in Cluster Approach

Discover cutting-edge strategies and innovative solutions that are driving success in cluster management globally. This session will unveil the methodologies behind some international cluster best practices. Participants will gain invaluable insights and actionable takeaways that can be applied to drive sustainable growth within clusters. Examine the vital role of public institutions and cluster policies in promoting and facilitating cluster development and innovative approaches to policy formulation and implementation.



Sessions

Be part of this unique opportunity to engage with cluster experts, share experiences, and shape the future of cluster development in Ghana. Be part of the transformative journey toward economic growth and competitiveness.

June
12

Ghana International Cluster Conference III

Agenda

Morning Plenary Sessions

9H15 – 10H00

Welcoming Addresses

- Welcoming remarks
- Presentation of the Conference Programme
- CEO GEPA
- AGI welcome remarks
- ECOWAS - WACOMP Regional
- EU welcoming remarks
- UNIDO welcome remarks
- Keynote address (MoTI)

10H00 – 11H15

Session 1: The role of women in industrial clusters and how clusters can support gender equality

- Introduction and keynote speech
- Gender roles in industrial development
- How do women lead clusters/ industries to collaborate?
- Are women able to equally participate in existing markets, access to finance and productive resources?

11H15 – 11H45

Networking Break

11H45 – 13H00

Session 2: Discovering cluster management and facilitation excellence

- Introduction and keynote speech
- What does Cluster Management Organization represent?
- Important aspects that support cluster management
- Why & how should CMOs be funded?

13H00 – 14H00

Lunch Break

Afternoon Plenary Sessions

14H00 – 15H00

Session 3: Trending issues

- The Basics of the EUDR
- AfCFTA updates
- Regional market hubs
- AI in Cluster development

16H00 – 17H00

Session 5: Innovative Finance for SMEs

- 4 speakers
- Challenges to financing SMEs
- SME Investor readiness
- Asset-based financing
- Overcoming Perceptual Barriers
- Policy and Regulatory Barriers

15H00 – 16H00

Session 4: International Best Practices in Cluster Approach

- Cluster Development as a tool for enhancing SMEs upgrading and development
- Private sector role in African Cluster Development
- The role of public institutions and cluster policies in promoting and facilitating cluster development
- Digitalization

17H00 – 17H30

Closing remarks and way forward

Ghana Clusters



WHAT ARE CLUSTERS?

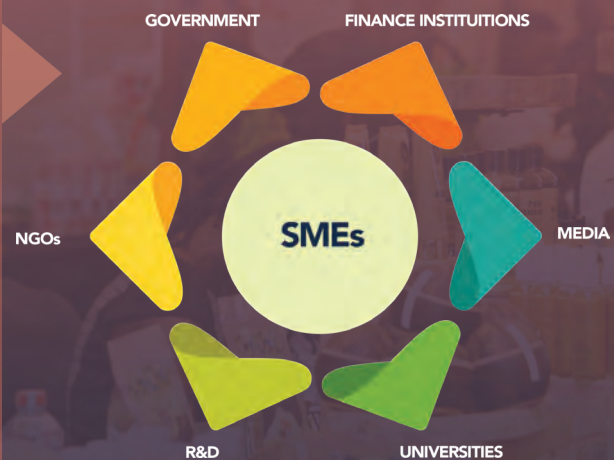
Clusters are **sectoral and geographical concentration** of enterprises and individual producers that produce a **similar range of goods or services** and face **similar threats and opportunities**.

Clusters are the **backbone** of an economy, they are the **drivers of competitiveness**, entrepreneurship, internationalization and innovation.

Clusters are ultimately about **people**, building **relationships, adaptability** to **change** and creating **value**.

Cluster is a collaborative environment where MSMEs are at the center and Government Institutions, Universities, R&D, Financial Institutions, NGOs, and Media all have a supporting role, strengthening the interactions between all actors enhances the cluster ecosystem.

Under the joint cluster brand, businesses have a greater chance to promote their businesses and have access to markets that would be otherwise out of reach.



WACOMP Ghana Cluster Achievements



Clusters provide solutions to the major and most common SME's limitations:



Technology



New product development



Management



Marketing & Branding



Compliance & Standards



Skills



Access to markets



Innovation



Access to finance



Circular Economy

Cluster Development is a multiple steps approach that includes : understanding the cluster value chain, identifying advantages and disadvantages, challenges and opportunities, defining a comprehensive and collective strategy and continuously analyze and adapt to a changing environment.

UNIDO has been working for several decades as a pioneer in Cluster Development, has developed a practical and efficient methodology, applied in many countries and value chains around the globe.



Key Outcomes



IMPACT



48,849 MSMEs directly impacted. 67% of MSMEs owned by women

ACCESS



867 MSMEs connected to financial institutions for funding

CREDIT



333 MSMEs supported to access GH¢ 16,619,075 external funding for their businesses

JOBS



24,475 persons employed by supported MSMEs and working under decent conditions

SKILLS



44,296 Entrepreneurs' trained in various areas to make their business

WOMEN



31,893 new women businesses established

COMPETITIVENESS



203 MSMEs obtained FDA products registration to enhance their competitiveness

MARKET



350 Entrepreneurs engaged in e-marketing and e-commerce

BEST PRACTICES



GLOBALG.A.P.

Global GAP Certifications: 190 fruits farmers supported to receive certifications

STANDARDS



ISO Accreditation Labs: Ghana Standards Authority(GSA) and Food and Drugs Authority Cosmetics Labs accredited to ISO/IEC 17024: 2018

Key Outcomes



EUR 6,350,000
Total Funds



72%
Females



150
Market linkages established



44,296
MSMEs/Smallholder farmers impacted



New Product Registration
203 new products registered with the Food and Drugs Authority (FDA)



Export
US\$ 94,519,479 total export revenue generated:
US\$ 74,750,578 for cosmetics
US\$ 19,277,591 for fruits
US\$ 491,310 for cassava



25% Average
Increase in income of MSMEs

GHANA UNITED COSMETICS

fb.me/AGIGhanaCosmeticsCluster

[@agighanacosmeticscluster](https://www.instagram.com/agighanacosmeticscluster)

[@agighanacosmeticscluster](https://www.twitter.com/agighanacosmeticscluster)

www.linkedin.com/in/agighanacosmeticscluster

THE GHANA COSMETICS CLUSTER

MISSION: Promote the local cosmetics and personal care industry by facilitating innovation and sustainability in the cosmetic sector and access to new markets regionally and globally.

CLUSTER MANAGEMENT ORGANISATION

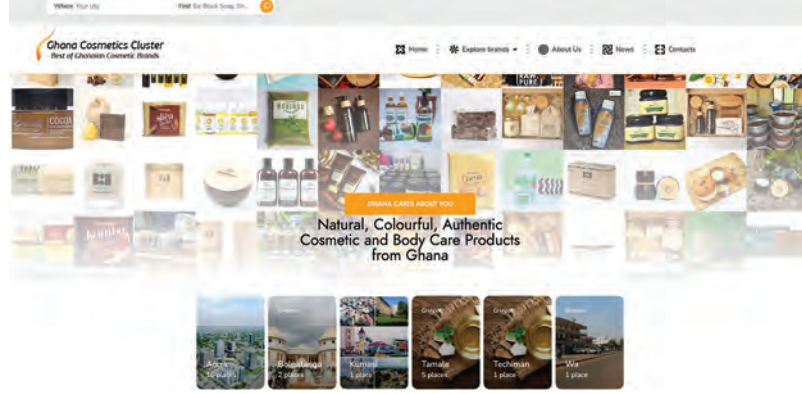
Clusters identified as active based on cooperation and collective action require a unified voice to promote their common agenda. UNIDO recognising this, strengthened the identified Cluster Management Organization (CMO) AGI to lead them in their bid to influence policy and create an enabling environment to thrive. The main objective was to strengthen the cosmetic industry associations and promote knowledge sharing, experience exchange, and critical information dissemination within the clusters.

The Association of Ghanaian Industries (AGI) promises to be instrumental in the definition of the objectives for the cosmetics clusters and in mobilizing the different actors and stakeholders such as MOTI, GEPA, GEA, FDA and GSA who could contribute to the cluster performance. Besides this, AGI will continue to perform the role of a CMO after the project team phases out, thus ensuring the WACOMP project results sustainability.

In November 2023, the leaders of the three formalized clusters (Northern, Middle Belt and Accra Clusters) decided to formalize strategic intra-cluster alliance, signing a Memorandum of Understanding (MOU) with AGI, creating the United Cosmetics Cluster. This was achieved with the support of the international cluster consultant Vedat Kunt.

The parties involved in the signing of the MOU are

- ASSOCIATION of GHANA INDUSTRIES (AGI), located at 42 Dr. Isert Street, North Ridge, Accra P.O. Box AN 8624 Accra North Ghana
- ASSOCIATION OF NORTHERN CLUSTER OF COSMETIC PRODUCERS, located at P.O. Box 262 Bolgatanga, Upper East Region, Ghana



CLUSTER VISION

To be a world class cosmetic cluster that brings value to players in the cosmetics and personal care industry of Ghana by providing 360-degree support and fostering collaboration among industry stakeholders.

This significant step will enhance the effectiveness of the clusters. The partnership aims to leverage the CMO's resources to train and strengthen the leadership within the clusters at a local level. In addition, AGI with support from the clusters will promote the cluster products and SMEs in the national and international markets. The concerted efforts resulting from this alliance will serve to ensure compliance to national and international standards thereby enhancing competitiveness on the international cosmetic market.

CLUSTER OBJECTIVES

To collaborate on

- Organization of participation of Cluster member companies to national and international events and exhibitions
- Capacity building activities like training, consulting, coaching, mentoring
- Organization of resource for business advisory services for the benefit of the cluster member companies
- Participation into national and international donor funded projects.
- Revamping the Ghana Cosmetics Cluster Website and launching (related social media applications) making

It the prominent platform for positioning and promoting Ghanaian Cosmetics Cluster and its member companies.

- MIDDLE BELT OF GHANA COSMETIC PRODUCERS' ASSOCIATION LBG, located at House No:9, Boa Antwi Ave. Odeneho Kwadaso, Kumasi, Ghana
- SOUTHERN GHANA COSMETIC CLUSTER (ASSOCIATION), located at 42 Dr. Isert Street, North Ridge, Accra P.O. Box AN 8624 Accra North, Ghana

NORTHERN GHANA

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THE NORTHERN GHANA CLUSTER

The Cluster has branches located at Northern, Northeast, Upper East and Upper West Regions of Ghana working with over 200 women owned companies and 65 Cooperatives comprising of over 5000 women as shea nut pickers and shea butter processors. Products mainly produced in the cluster are: **raw shea butter, seed oils and dried moringa leaves for export, shea butter-based body and hair care products.**

Estimated annual production is around 1.000 MT of shea butter, 30,000 Lt. of seed oils, 50 MT of cosmetics products.

CLUSTER MANAGEMENT ORGANISATION

Association of Northern Cosmetics Cluster Producers (ANCCP) has mission to develop the innovative capacity of SME's in cosmetics in the Northern Region of Ghana to be more sustainable and become competitive on a global scale.



CLUSTER VISION

To be nationally and globally recognized as a premier centre for unifying pineapple and other fruits exporters for shipment, shaping policy and providing relevant services to the fruit industry.

CLUSTER OUTCOMES AND RESULTS ACHIEVED

The traditional way of making black soap is to use cocoa potash and palm kernel oil. Producers from the Northern Region Cosmetics Cluster came together to develop an innovative way of using baobab potash from the fruit husk to make black soap.

324 women (144 from Kusanaba and 180 from Boataaba Women's Group) have been trained in the Bawku West District of the Upper East Region and some 40 more women in Tamale.

Over 10,000 women shea processors have been trained to process grade A shea butter. The trained women are currently engaged as shea trainers to enhance shea quality of other cooperatives in different districts of the Northern regions.

- PAGESUNG Processing Centre from the Northern Region Cosmetics Cluster is one of the cooperatives supported to increase productivity and efficiency in raw shea butter processing for export. Before the intervention, women were manually processing 240Kg of shea nuts within a week.
- Thanks to the innovative crushing and kneading machines manufactured locally by the GRATIS foundation, they can process about 720 kg within a week.

This improvement has drastically affected over 1000 women, who can now increase their shea butter production yield, within a shorter time, with corresponding increase in income.

SOUTHERN COSMETICS

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THE SOUTHERN COSMETICS CLUSTER

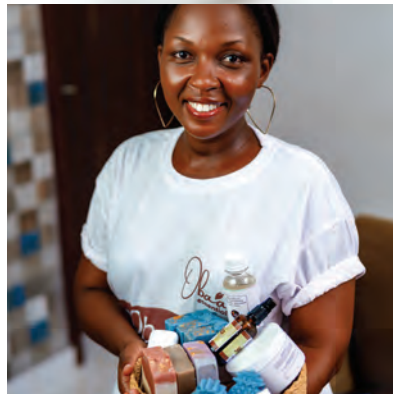
The Southern Cosmetics Cluster is located at Central, Greater Accra & Volta regions of Ghana. The cluster comprises 158 companies, 90% women-owned, producing mostly value added black soap (bars, gels, shampoos), shea butter-based body and hair care products, body and hair oils.

CLUSTER MANAGEMENT ORGANISATION

The cluster does not yet have a dedicated management structure.

Through joint activities, cluster supports the members in various areas such as:

- Interaction with other cosmetic clusters to share ideas and innovation;
- Group procurement of ingredients and packaging materials;
- Improving product quality through trainings on product formulation;
- Participation to international and local exhibitions to create linkages with potential customers in target markets.



CLUSTER VISION

The vision of the Southern Cosmetics and Personal Care Cluster is to support members in adding value to their products and have a better access to target markets.

CLUSTER OUTCOMES AND RESULTS ACHIEVED

- The cluster has influenced local equipment manufacturer to design and produce soap moulding equipment, cosmetic filling machines which ultimately helps companies to produce better quality of hand-crafted soap and to enhance quantities produced as well as reduce production time;
- Improved GMPs at the SMEs level;
- 50% increase in FDA product registration for SMEs due to direct link to FDA/GSA officers;
- 40% increased compliance for packaging and labelling practices;
- 50% increase in SMEs' e-marketing presence;
- 20% increase in e-commerce activities leading to increased sales/ turnover;
- 4 SMEs (R&R Luxury, Solutions Oasis, Ele Agbe & NyCa Pro Beauty) supported to prepare for trade on the EU market (Product Information File (PIF).

- Small scale cosmetics and personal care producers were faced with eminent shut down with the COVID-19 lockdown in 2020.
- WACOMP online trainings provided unmatched support for the SMEs to effectively respond to rapidly evolving threats to their business. Over 100 SMEs managed to overcome unforeseen threats by defining all internal processes, prioritising essential over non-essential processes and cutting out wasteful practices. Following the trainings, 20 SMEs which participated to one year

long one-on-one coaching sessions were handheld to streamline their businesses successfully.

- Some of the SMEs coached are Bubune Skincare, Eya Naturals, Evergreen Skincare, Laam Shea, Tampog Cosmetics, NGUVU.

MIDDLE BELT

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THE MIDDLE BELT COSMETICS CLUSTER

Middle Belt Cosmetics Cluster is located in the Bono East, Ahafo, Ashanti, Western and Eastern Regions of Ghana and comprising of 55 companies. The main products of the cluster are black soap (bar, gels, shampoos), shea butter-based body and hair care products.

CLUSTER MANAGEMENT ORGANISATION

This cluster does not yet have an institution dedicated to the management. Main activities have been triggered and coordinated by KNUST.



CLUSTER VISION

To help members to improve themselves in marketing and e-commerce, better access to target markets, improve new product development and formulation.

CLUSTER OUTCOMES AND RESULTS ACHIEVED

- Cluster outcomes and results achieved
- Increased number of FDA registered (30%) products due to ease of testing with the WACOMP equipped laboratory at KNUST;
- Improved formulation and packaging for cosmetic products due to formulation training and expert support (20% of the companies);
- Increased compliance for packaging and labelling practices;
- Increased number of SMEs' e-marketing presence, some were able to transform e-marketing to e-commerce activities leading to increased sales/ turnover;
- International and local exhibitions connected cluster to potential customers;
- 1 SME (Laam Shea) supported to prepare for trade on the EU market (PIF);
- Information sharing on common platform about personal care trends and quality raw materials.

- Some indigenous cosmetic formulations and their derivatives produced by cluster members were not covered by any local standard. Due to their plant-based nature, these products had unique physio-chemical properties which did not align with adopted cosmetic standards. This necessitated the partnership under the WACOMP project with Ghana Standards Authority (GSA) to develop and update some existing cosmetics standards, totalling 14 published cosmetics standards.

serve as a guide to producers who now manufacture better quality cosmetic products that meet the minimum local standards.

- A subsequent masterclass training for cold process soaps was organised for selected ToT, teaching design techniques and alternative processes. The participants are now resource trainers for the value chain. As an example, Michelle Dassah CEO of Laam Shea Products was invited as a resource person to develop a soap making manual for the Ghana national vocational curriculum.

ABURA FOSU

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Abura-Asebu-Kwamankese,
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THE ABURA FOSU BODWEASE CLUSTER

The Abura cluster, which encompasses the Central, Eastern, and Greater Accra regions of Ghana, is a hub for over 3,000 cassava processing units of varying scales. This cluster is responsible for more than 60% of the post-processing value addition and export of various cassava derivatives in Ghana. Notably, approximately 70% of these firms are owned and led by women.

The cluster has large firms such as Homefoods Processing And Cannery Ltd, Oxy industries, Lilipat Group of Companies among others, many of which are into the export of cassava products

CLUSTER MANAGEMENT ORGANISATION

Tropical starch, as the lead cluster management organization, has the mission to enhance cassava production and processing in a collaborative and efficient manner. The cluster includes 3000 cassava value chain actors made up of raw material producers and processors. Products from the cluster are mainly: starch, cassava dough, HQCF, gari, industrial starch.

Estimated annual production is around 20,000 mt of gari, 500m mt of starch, 100mt of tapioca, 15,000 mt of agbelima (cassava dough).



CLUSTER VISION

To increase the level of cassava production in a collaborative & efficient way with skilled human resources using new modern technology & knowledge to achieve desired quality standards for processing high quality cassava products for the domestic & international markets by 2025.

CLUSTER OUTCOMES AND RESULTS ACHIEVED

Consistent supply of raw material had been a big challenge to Tropical Starch due to the inaccessibility to improved planting materials. Other actors in the cluster had challenges with outdated processing equipment which led to increased processing time and reduced product quality. With WACOMP's support, the cluster members received improved cassava planting materials and were trained in GAPs, GMPs, costing and pricing, as well as sales and marketing.

The installation of a new stainless-steel grater and hydraulic press rescued them from recurrent operational delays with consequent loss of material and reduction in product quality.

The set of product quality interventions has resulted in improvements in cluster coordination collaboration.

- Cassava producers in the cluster currently supply a minimum of 8 tons of cassava per day to Tropical Starch. Production cost has reduced for both starch and flour as a result of the reduced travel time in search of raw materials. The demand for their products has also increased due to the improved marketing of cluster products in line with their joint marketing plan.
- Cassava dough suppliers in the cluster have reduced their turnaround time by 6 hours and increased production by 60%, The quality of cassava dough from the cluster

has also improved as a result of the acquisition of the Hydraulic Press and Stainless-Steel grater.

- Gari, HQCF and Industrial Starch from the cluster are produced and offered with more attractive packaging and prices to the market due in part to the reduced production cost. Based on successful experience, cluster members are developing a more ambitious marketing plan. Students from the region are also offered opportunities to undertake their internships at the processing factory.

ATEBUBU AMANTIN

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THE ATEBUBU-AMANTEN CLUSTER

Atebubu-Amantin cluster covers the north eastern parts of the Bono East Region and parts of Ashanti region of Ghana. The cluster is home to more than 500 medium, small and micro scale cassava processing operations which employ thousands of women, men and youth. Most of the small to medium scale operations are women led. There are also two large scale industrial cassava plants producing cassava starch within the cluster.

CLUSTER MANAGEMENT ORGANIZATION

Asante Mampong Cassava Value Chain Actors Association manages this cluster.

The mission of the association is to build capacity and promote innovation among its members to enhance material recovery from cassava in order to create direct and indirect employment opportunities so as to reduce the incidence of poverty within the cluster.

The Association is made up of 260 members including 167 women.

Products from this cluster are: **gari, kokonte, chips, dough, HQCF, industrial starch.**

Estimated annual production is about 10,000mt of gari, 50m mt of starch, 20mt of tapioca, 3000mt of agbelima and 20,000mt of kokonte flour.



CLUSTER VISION

To become a well integrated cluster producing, processing and marketing high quality cassava products in a sustainable manner.

Quality cassava products for prosperity

CLUSTER OUTCOMES AND RESULTS ACHIEVED

A cluster diagnostics study conducted in 2020 revealed that the Atebubu-Amantin cluster was struggling with poor quality planting materials and weak capacity in GAPs, which led to low yields. Other important challenges identified included the use of inefficient processing equipment and poor processing practices. Many products were not registered while their packaging was unattractive. Therefore most products were sold through community buyers and other channels where the FDA monitoring system would not detect them.

With support from WACOMP, cluster members acquired a self-feeding grator, a presser and a tricycle for transportation of raw materials. Other support included improved planting materials and a number of training programmes in GAP, GMP, marketing, pricing and costing, packaging, sustainable production practice and product diversification. The cluster also setup a dryer to process HQCF.

Burkina Faso and Nigeria. The cohesion among the cluster members is much stronger as result of the many collective activities undertaken over the last couple of years. The packaging for the cluster products has improved along with the quality of the products.

- On average, the SMEs in the cluster have experienced 40% increase in profits, with Christaa Agro Ventures increasing its turnover by 400% by developing the market for High Quality Cassava Starch.
- New products such as cassava chinchin and cassava bread have been developed and registered by the FDA. 12 products from the cluster have been registered by the FDA. The Association supplies products to supermarkets, state institutions such as prisons, schools and large scale buyers from some West African countries including

KINTAMPO TECHIMAN

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CLUSTER VISION

To be the leading producer, processor and exporter of cassava products in Ghana while meeting societal expectations. Wholesome Cassava Products.

ASAPROCO-Ohia ne ye tanfor! (poverty is our enemy)

THE KINTAMPO TECHIMAN CLUSTER

CLUSTER MANAGEMENT ORGANIZATION

Asuogyaman Cooperative Agro Processing Company manages the Kintampo Techiman cluster which covers the Bono, Ahafo and Bono East Regions of Ghana and has over 100 cassava processing enclaves and SMEs of varying scale, employing more than 5000 people (approximately 60% are women). The main cluster products are **gari, chips, dough, HQCF, & industrial starch.**

The cluster creates networking opportunities for its members, including growers, transporters and processors. The Asuogya cooperative has a membership of 1000 (approximately 65% are women) and produces approximately 400 mt of gari annually.

CLUSTER OUTCOMES AND RESULTS ACHIEVED

The cluster, through WACOMP Ghana introduced mechanized cassava production for the farmers enhancing their cassava production capacity. With over 700 farmers (approximately 300 of them women) trained in GAPs, cassava yields have been as high as 30mt/ha in some instances, compared to the national average of 21.3mt/ha.

Cassava processing efficiency has also increased significantly with the introduction of electric powered, self feeding cassava milling machine. This machine has reduced the drudgery in the work, eliminated the dependence of the women processors on male labour in the milling process and also cut out the high cost of diesel which impacted their profitability.

Product losses have reduced from 12% to 3%.

Some members of the cluster are utilizing cassava peels for club mushroom production. This has introduced alternative income sources with the potential to address the challenge of sanitation and waste management at the processing centres.

- The commercial unit of Valley View University, a member of the cluster was supported to improve the quality of the composite flour through GAPs training and supply of improved cassava planting materials to their farmers. This has resolved the product quality issues and resulted in an increase in profitability of 20% for the bakery. They currently make a margin of 150 to 200 cedis per bag of wheat flour, and have increased their sales outlets from 38 to 41.
- The Valley View University has adopted the use of cassava

peels for mushroom production and expanded their mushroom production unit. Hitherto, the unit was a single structure used for inoculation, incubation and fruiting, and produced less than 500 fruiting bags. With a new laboratory, separate rooms for inoculation, incubation and a bigger fruiting room, their mushroom farm currently produces more than 5000 fruiting bags weekly and has created employment for 4 needy students, and 3 widows, bringing their staff number to 10.

NORTHERN VOLTA

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THE NORTHERN VOLTA CLUSTER

The cluster covers Krachi East, Akan, Nkwanta North, Nkwanta South and Guan Districts, all in the Oti Region of Ghana.

CLUSTER MANAGEMENT ORGANIZATION

Okata Farms manages the Northern Volta cluster augmenting the entrepreneurial capacities of rural agro enterprises in the region, to enhance their sustainability and competitiveness while creating jobs and enhancing livelihoods.

With the aim of enhancing productivity and the quality of products from the cluster, to enhance their access to new and more sustainable markets opportunities, Okata farms has over the years taken on the duty of organizing and strengthening the technical and managerial capacities of the cassava value chain associations in the Northern Volta cluster. Okata's support to the cluster has already benefitted over 800 cassava value chain actors belonging to 27 community based cassava producing and processing associations. About 85% of these members are women.

The main products from this cluster are **starch, gari, kokonte, agbelima and tapioca**. Estimated annual production is about 400mt of gari, 100m mt of starch, 300mt of tapioca, 350 mt of agbelima and 600 mt of kokonte flour.



CLUSTER VISION

To become the leading producer and processor of quality cassava products and to meet market specifications in Ghana and beyond by the year 2025.

The Trusted Quality Food Producers in Ghana

CLUSTER OUTCOMES AND RESULTS ACHIEVED

Though large volumes of cassava products have been produced from the Northern Volta cluster for many years, their ability to consistently meet the specifications of the markets was impaired by a number of issues. Key among their challenges were the use of obsolete equipment and poor food safety practices. These had negatively impacted the quality of their products with a rippling effect on their sales. The farm yields were also low (an average of 10 ton//ha) due to the use of planting materials of inferior quality.

To address these problems, the cluster received support from WACOMP to improve GAPs, GMPs, group dynamics and financial management as well as to procure graters, pressers and other inputs.

The farmers currently cultivate improved varieties such as among, bankyehemaa and sika which can be harvested from the sixth month. Their yields have improved with some fields recording yields as high as 36 tons/ha which is 100% increase. The varieties have starch content of between 21% and 36% which gives them higher productivity.

- Cassava peeling and processing time has significantly reduced from between 3-5 days to approximately 2-8 hours. Cassava dough output per acres has increased from 10 bags to 25 bags while gari yield from an acre of cassava field has increased from 8 bags to 15 bags (the weight of a bag being 150kg).
- Excessive energy use and material wastage in the processing activities have subsequently reduced significantly. The quality of products and the packaging have also improved, opening new market opportunities. The products from the cluster are sold under the name Okata Foods.

EASTERN GHANA PINEAPPLE

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CLUSTER VISION

To provide sustained income for members and become a preferred source of safe supply of fresh and processed pineapples in Ghana and beyond.

THE EASTERN GHANA PINEAPPLE CLUSTER

CLUSTER MANAGEMENT ORGANISATION

QUALIPINE Producers Union is a group of co-operatives located at Nsawam Adoagyiri Municipality and Upper West Akyim Municipality, all in the Eastern Region of Ghana and representing the Eastern Ghana Pineapple Cluster. The association was formed and registered in the year 2017 with a total membership of 273 farmers (24 women).

For growth and development of the cluster, QUALIPINE provides support in:

- Sourcing for funding to procure quality inputs to increase productivity;
- Supporting members in compliance to international standards and obtaining related certification;
- Training of members to produce organic manure;
- Affiliating with SPEG to support members in export development;
- Started 50 acre farm to augment product to meet export agenda by 2024;
- Value addition to process fresh pineapples into dried fruits and other possible products.

CLUSTER OUTCOMES AND RESULTS ACHIEVED

- The clusters (Southern Mango and Pineapple Clusters) successfully participated in the 2022 and 2023 fruitlogistica -Berlin trade shows, securing orders from European, African and Middle Eastern Countries. Qualipine exports to Morocco through KOBIS farms, A mango and pineapple exporter.
- Production capacity was limited partly due to manual land preparation and long waiting times to hire tractor services. WACOMP supported the group with a 4-wheel drive Massey Ferguson combo tractor with 18 harrow discs for land preparation, harrowing and ridging. This has contributed to a 29.8% increase in the area under cultivation from 852 acres in the 2021/2022 planting season to 1106 acres in the 2022/2023 planting season. It is expected that this will translate into about 1,200,000,000 fruits and increase revenue by 30%.
- Cluster members were trained on Good Agricultural Practices in order to help farmers maximize their yields, minimize costs and have a better environmental impact.
- 12 Cooperatives supported as demonstration farms reduced their liquid fertilizer use by 40%, germination period from 18 months to 14 months, and increased their yields to 1.9 kg/fruit from 0.9-1.3kg/fruit (46.5% - 111% increase).

Since the cooperation with WACOMP - Ghana, in 2019, the QUALIPINE UNION attained its largest yields reaching 980MT of pineapples in 2021.

Also with the project's support, we set up 12 demonstration plots planting a minimum of 6000 smooth cayenne varieties. These farms serve as training grounds for all 12 cooperative members in the Eastern enclave."

– Edward Ntow Adjei, Chairman of Qualipine Union

GHANA MANGO

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THE GHANA MANGO CLUSTER

CLUSTER MANAGEMENT ORGANISATION

The Federation of Associations of Ghanaian Exporters (FAGE), established in 1992 has a mandate to promote and facilitate the growth of Ghana's non-traditional exports to foreign markets. FAGE is a coalition of exporter and product associations that work together to enhance the competitiveness of Ghanaian exports.

CLUSTER OUTCOMES AND RESULTS ACHIEVED

- According to GEPA (Ghana Exports Promotions Authority) Ghana's export of mangoes grew by 28% from \$50.3 million to \$64.6 million between 2020 and 2021. Majority of exporters have received WACOMP – Ghana's technical assistance (including Kobs Farms and Cotton Weblink).
- All SMEs which participated to WACOMPs marketing, coaching and e-commerce training and coaching programs, started exporting to international markets, ensuring a critical income to these companies.
- Jozy Snacks is currently exporting dry mango snacks and granola with dry mangoes to Germany, receiving orders through online marketing (<https://www.plendify.com/shop/jozy-snacks/>);

KOBS Farms Manager, Ishmael Boafo:

"With support from WACOMP- Ghana to participate in international and local trade fairs, we now have committed buyers that aren't scared to deal with my company. Meeting buyers in person boosts business confidence and eliminates doubts and trade scams. Training in GAPS has contributed to our success increasing our revenue by 50% from \$100,000 per mango season to \$200,000 per mango season."



CLUSTER VISION

To partner for export growth of the mango sector and provide advocacy, matchmaking, trade support, research, participation to fairs and exhibitions, compliance to standards, adapt to modern technology in farming and marketing, increase the number of women and youth involved and provide trainings and seminars to the cluster members in order to trigger change and growth.

- The cluster made its best sales in the 2023 mango minor season (Nov. – Dec.) where over 300 tons of fresh mangoes were shipped post-trade mission to Morocco in July 2023.
- WACOMP supported trade mission to Morocco in 2023 came with lot of export opportunities where 20 containers of fresh mangoes were shipped during the minor season (November 2023 - January 2024)
- 344 total farms (11,00 Acreage), out of which 34% women-owned, have achieved better yield of average of 5ton per acre, and better efficiency in energy use through technology advancement such as solar power and greenhouse technology;
- During the 2022 mango season, 18 out of the 20 beneficiary farms made a minimum of 5 ton per acre of good fruit compared to previous 1-2 ton per acre. This translated to 250% increase in revenue due to quality fruit;
- Shade nets technology for seedlings propagation implemented by Cotton Weblink boosted supply of quality seedlings to the Tree Crop Development Authority (TCDA) of which over 60,000 seedlings were for distribution within the mango cluster;
- 150 mango producers received support towards GlobalGAP certification.

Hendy Farms Co- Manager Sandra Snowden:

"With UNIDO's technical support, we have secured a 1-ton capacity solar fruit dryer to serve the mango cluster in the Shai Osudoku district to process new product (dried mango fruit snack) for the international market. This has contributed to reducing over 40% post-harvest losses during the mango harvesting season. The cluster now has new products that were showcased at the trade show in Berlin Fruit Logistica 2023."



GHANA PINEAPPLE EXPORTERS



CLUSTER VISION

To be nationally and globally recognized as a premier centre for unifying pineapple and other fruits exporters for shipment, shaping policy and providing relevant services to the fruit industry.

THE GHANA PINEAPPLE EXPORTERS CLUSTER

CLUSTER MANAGEMENT ORGANISATION

SPEG, founded in 1994, is a group of 37 pineapple and other fruits producers and exporters in Ghana currently exporting to Europe, Middle East, Eastern Europe and North African markets. SPEG assists cluster members in maintaining good quality standards, attaining certification (GlobalGAP) and providing shipping arrangements as well as providing a cooperation platform for marketing.

SPEG's plans for change and development:

- Participate in international trade fairs and provide intelligence and contacts to members;
- Support members in compliance to international standards;
- Organize Ghana pineapple week and other stakeholder engagement activities;
- Support members in adapting to modern technologies, promote organic farming and adaptation of precision farming and traceability systems;
- Increase the number of women, youth and people with disabilities involved in the pineapple value chain activities.

CLUSTER OUTCOMES AND RESULTS ACHIEVED

- Under the WACOMP Project, SPEG:
- Enhanced capacities in local crop protection;
- Increased business opportunities and knowledge about different business models thanks to the participation to Fruit Logistica in Berlin and to a study tour to Kenya;
- In 2020 USD 31.7 million worth of pineapples were exported through SPEG.

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WACOMP Ghana Activities Geographical Distribution

VALUE CHAIN	CLUSTERS	TYPE OF PRODUCTS
Cassava	A. Atebubu – Amantin – Mampong Cluster	Gari, Chips, HQCF, Starch and Ethanol
	B. Volta Region	HQCF, Gari, Ethanol
	C. Kintampo – Techiman	Gari
	D. Abura Cluster	Starch and HQCF
	E. Savannah Region	Cassava Chips
Fruits		
Mango	F. Middle Cluster	Fresh and Dry Mangoes
	G. Northern Cluster	Fresh and Dry Mangoes
	H. Eastern Cluster	Fresh Mangoes
	I. Volta Region	Fresh Mangoes
	J. Greater Accra Region	Fresh Mangoes, Juice and Dry Mangoes
Pineapple	K. Eastern Region	Fresh Pineapples, Juice and Dry Pineapples
	L. Central Region	Fresh Pineapples and Juice
	M. Greater Accra Region	Fresh Pineapples, Juice and Dry Pineapples
Cosmetics	N. Northern Cluster	Shea Butter, Cosmetics Products and Essential Oils
	O. Middle Cluster	Black Soap and Essential Oils
	P. Southern Cluster (Greater Accra Region)	Cosmetic Products
	Q. Western Region	Black Soap and Coconut Oil



CASSAVA

Mampong Cluster



Volta Region



Kintampo-Techiman



Abura Cluster

Savannah Region



FRUIT - MANGO

Middle Cluster



Northern Cluster

Eastern Cluster



Volta Region

Greater Accra



FRUIT - PINEAPPLE

Eastern Region



Central Region

Greater Accra



COSMETICS

Northern Cluster



Middle Cluster

Southern Cluster (Greater Accra Region)



Western Region





For more information visit: www.wacompghana.org

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Ghana

