



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



## SSTIC Impact Stories

### Developing West Africa Competitiveness (WACOMP)

#### SUMMARY

The West Africa Competitiveness Programme (WACOMP) is a partnership initiative between the Economic Community of West African States (ECOWAS) and the European Union. The programme aims to strengthen West Africa's competitiveness and enhance ECOWAS countries' integration into regional and international trading systems, including the newly established African Continental Free Trade Area (AfCFTA).

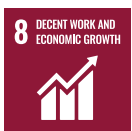
The programme comes as a panacea to West Africa's economic challenges of enterprise competitiveness and the need for better value-chain integration at regional and national levels. It encompasses one regional and 16 national components, including WACOMP-Ghana, implemented by UNIDO in coordination with the Ghanaian Ministry of Trade and Industry (MoTI). WACOMP-Ghana aims to strengthen the export competitiveness of the Ghanaian economy through enhanced value-added, low-carbon, sustainable production and processing and increased access to regional and international markets. The project covers the

three selected priority value chain products: Cassava, Fruits (mango and pineapple), and Cosmetics and personal care products. This selection aligns with regional industrialization priorities and puts agro-industry and light manufacturing roles at the frontlines. The project engages selected SMEs involved in value-added chains business to strengthen their management and capacity to reach higher value levels; to promote the acquisition of new technology and innovation, market linkages at local, regional, and international levels and strengthen the SMEs' capacity to fulfil buyer and market access requirements.



A cassava processor using simple Solar Dryer constructed for JOSMA by UNIDO for its cassava chips which would be further processed after drying

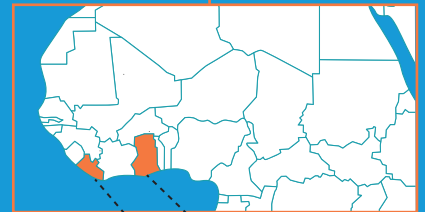
#### WORKING TOWARDS THE SDGs



#### SOUTH-SOUTH COUNTRIES:

Ghana and Liberia

#### IDENTIFIED COUNTRIES:



Ghana  
Liberia

#### SOUTH-SOUTH PARTNERS:



- United Nations Industrial Development Organization (UNIDO)
- Kwame Nkrumah University of Science and Technology (KNUST)
- Cassava Transformation Project (CASTRAP)
- Ministry of Trade and Industry (MoTI)
- OXY Industries Limited
- Valley View University
- Asuogya Cooperative Agro Processing Company Limited
- JOSMA Agro Industries
- CSIR-Crop Research Institute
- Ghana Enterprises Agency (GEA)

#### DONOR



- Regular Programme of Technical Cooperation, European Union, Germany

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# SSTIC Highlights

## CAPACITY BUILDING INITIATIVES

Between the 5th and 9th of February 2023, beneficiaries from the WACOMP-Liberia Cassava to Transformation Project (CASTRAP) undertook a study visit stakeholders and partners of the WACOMP-Ghana project, implemented by UNIDO. This visit facilitated a knowledge and experience exchange with leading cassava-based product enterprises like OXY Industries Limited, showcasing innovative local and international market approaches.

Additionally, engagements at the Kwame Nkrumah University of Science and Technology (KNUST) and Valley View University triggered technical exchanges in knowledge and technology, with a specific focus on gari processing that meet high hygiene and sustainability standards. The exposure to varied applications of cassava during the WACOMP-Ghana project was notable.



Group photo of the delegation from UNIDO Liberia at Techiman with some cassava value chain beneficiaries of UNIDO-implemented WACOMP-Ghana at the Business Advisory Centre of Ghana Enterprises Agency (GEA)

Visits to enterprises such as Asuogya Processing and Marketing Co. Ltd demonstrated the role of innovation and sustainable practices in agricultural growth. Interactions with JOSMA Agro Processing and the Crop Research Institute underscored the collaborative innovation within Ghana's cassava sector.

This initiative significantly bolstered regional and institutional cooperation and exemplifies the application of South-South and Triangular Industrial Cooperation (SSTIC) as a modality to achieve developmental goals, underlining the significance of knowledge exchange, capacity building, and collaborative innovation in advancing the cassava value chain within the region.



The delegation from UNIDO Liberia at Christaa Agricultural Ventures site in Asante Mampong



### WHAT IS SSTIC?

#### South-South and Triangular Industrial Cooperation (SSTIC)

Is a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions. UNIDO's SSTIC services are following the guiding principles for South-South cooperation set out in the Buenos Aires outcome document:

- 1 respect for national sovereignty
- 2 mutual benefit
- 3 national ownership and independence
- 4 equality
- 5 non-conditionality
- 6 non-interference in domestic affairs

Gari processing refers to the series of steps involved in converting cassava roots into gari, a popular West African food staple. Cassava, a tuberous root, is a major source of carbohydrates in the region, and gari production is a direct source of income for women working in the cassava value chain as the production is done exclusively by women. Gari is one of its most versatile and widely consumed derivatives. The processing of gari involves several key stages:

#### Peeling



The outer skin of the cassava roots is removed manually or mechanically.

#### Washing



The peeled roots are thoroughly washed to remove dirt and any remaining peel.

#### Grating



The washed roots are grated into a fine pulp. This grating process is crucial as it increases the surface area for better fermentation and drying.

#### Fermentation



The grated cassava is then placed in bags or containers and left to ferment for a few days. Fermentation reduces the cyanide content in cassava and imparts a sour taste to the gari, which is characteristic of the product.

#### Dewatering



After fermentation, the cassava pulp is dewatered to reduce its moisture content. This is often done by pressing the pulp in sacks or using a hydraulic press.

#### Sieving



The dewatered cassava is then sieved to produce a uniform texture.

#### Roasting or Frying



The sieved cassava is finally roasted or fried in a large pan. This step dries the cassava completely and gives gari its distinctive dry, grainy texture and flavor. The degree of roasting can affect the color and taste of the final product.



Funded by the European Union



Ministry of Trade and Industry  
Republic of Ghana



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# UNIDO 5 C's for Competitiveness Approach

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

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- Compete** Develop competitive manufacturing capabilities by upgrading SMEs through clusters.

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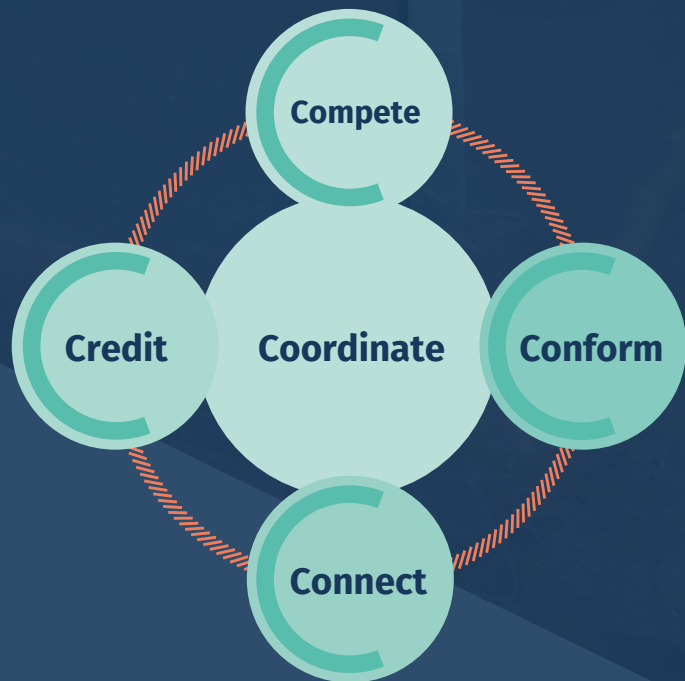
- Conform** Support Quality Infrastructure and SMEs to comply with market requirements.

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- Connect** Promote efficient connectivity to markets by strengthening marketing capacities.

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



## 1 THE CHALLENGE

What the project aims to achieve.

Small and Medium Enterprises (SMEs) are the backbone of the Ghanaian economy, representing 85% of businesses and contributing to about 70% of Ghana's GDP. However, some challenges keep Ghanaian SMEs from being competitive in global markets, including the need for guidance for implementing processes and market standards requirements, the inability to access accredited testing laboratories, inadequate labelling and packaging of products, and some weaknesses within the national regulatory framework. So, the country's overall quality infrastructure needs to be improved to achieve the government's growth rates and economic integration objectives.

In this context, WACOMP–Ghana is in line with the new vision of the Ghanaian government to stimulate economic growth, boost the private sector, and generate new job opportunities. The aim is to enhance the value-added chains, promote low carbon, sustainable production, and processing, and increase access to regional and international markets to strengthen the Ghanaian economy's export competitiveness by improving the performance and growth of three value chains: cassava, fruits (mango and pineapple), cosmetics, and personal care products.



## 2 THE SOLUTION

The methodology used that led to successful outcomes

### UNIDO's 5Cs Competitiveness Approach in WACOMP

#### Coordinate

- Value Chain Assessments (VCAs) led by private sector stakeholders
- Facilitated coordination among stakeholders in view of strengthening the value chains performance
- Established Value Chain Strategic Committees (VCSCs) for each of the three Value Chains (VCs)

#### Compete

- Facilitated the development and implementation of collective projects and initiatives, aimed at making the clusters more competitive;
- Trained and coached local associations and institutions to play the role of Cluster Management Organisation and facilitate the establishment of collective efficiencies.

#### Conform

- Implemented a range of complementary quality-related activities
- Conducted advocacy campaigns on quality and standards
- Supported the development of standards for enhancing the quality of products issued by the targeted value chains
- Trained and supported national Conformity Assessment Bodies to reach accreditation and provide testing facilities in line with international standards.

#### Connect

- Developed Sector Export Marketing Plans (SEMP) for each of the three VCs
- Supported GEPA in the development of the Export School and the Market Hub and Export Readiness Checker to identify export ready SMEs.

#### Credit

- Facilitated linkages between SMEs and clusters and national financial institutions
- Developed dedicated financial schemes to enhance the competitiveness of Ghanaian SMEs

### Key Goals of the WACOMP Project

By implementing the 5Cs competitiveness approach, UNIDO aims to

- Strengthen coordination at the value chain level
- Develop competitive manufacturing capabilities by upgrading SME capacities through UNIDO's cluster methodology

## 3

**SOUTH-SOUTH IMPACT**

How were South-South and Triangular cooperation utilized to achieve results?

**Which project elements characterize as SSTIC?**

The visit made by the Liberian delegation from the WACOMP-Liberia Cassava Transformation Project (CASTRAP) on the 5th to the 9th of February 2023 facilitated knowledge and experience exchange with leading cassava-based product enterprises such as, OXY Industries Limited, showcasing innovative local and international market approaches.

The delegation visits to sites managed by the Kwame Nkrumah University of Science and Technology (KNUST) underscored the importance of technology exchange. The tour provided an overview of advancements in gari processing techniques, emphasizing hygiene standards and sustainability practices.

The tour to local enterprises such as Asuogya Processing and Marketing Co. Ltd promotes innovation and growth. These enterprises provided valuable insights into agronomic best practices and sustainable environmental approaches.

**Which key SSTIC collaboration/partnerships led to the outcome achieved?**

WACOMP-Ghana results from triangular cooperation initiative between the Economic Community of West African States (ECOWAS) and the European Union (EU) implemented by the United Nations Industrial Development organization (UNIDO) and coordinated by the Ghanaian Ministry of Trade and Industry. Through this collaboration, the program has been able to focus on enhancing the export competitiveness of the Ghanaian economy by strengthening specific value chains, including cassava, fruits, and cosmetics. The partnerships have facilitated the training and support of small and medium-sized enterprises (SMEs) and intermediate organizations, leading to improved production quality, market access, and sustainability. Additionally, the joint efforts have contributed to the establishment of networks, compliance with international standards, and access to financial services, thereby fostering inclusive and sustainable industrial development in Ghana.

## 4

**SUSTAINABILITY AND REPLICABILITY**

How is it sustainable and replicable?

**Which methods can be transferred and shared?**

UNIDO implements the WACOMP-Ghana project based on lessons from previous projects in Ghana. The approach is tailored across five key axes: coordinate, compete, conform, connect, and credit. The 5Cs for competitiveness. This approach leverages on two of the UNIDO flagship programmes: the improvement of national quality infrastructure and the cluster programme. By tackling both the product improvement, through standards development, Good Manufacturing Practices and certifications and the collective efficiency triggered by cluster development, SMEs in the value chain become more competitive, enhance their cooperation with the other actors of the value chain and capitalize on an improved offer, capable of targeting new national and international markets.

**How does the outcome of the project contribute to the SDGs?**

In line with SDG 8 (decent work and economic growth) and SDG 9 (industry, innovation, and infrastructure), WACOMP-Ghana enhances the capacity of SMEs and intermediate organizations (Fruits, Cassava, and Cosmetics and Personal-Care Products value chains) to produce high-quality products that meet regional and international market standards and are integrated into global value chains. The project also involves a gender dimension that benefits support institutions and other actors along the VC, in which both male and female staff will have a chance to improve their skills and knowledge, therefore contributing actively to SDG 5 (gender equality).

# SSTIC Executive Summary

The West Africa Competitiveness programme (WACOMP) is a partnership initiative between the Economic Community of West African States (ECOWAS) and the European Union.

In Ghana, the national component, named WACOMP-Ghana is a triangular cooperation initiative between the Ministry of Industry and Trade (MoTI), the European Union (EU) and the United Nations Industrial Development Organization (UNIDO).

The project aims to improve the value-added chains, promote low-carbon and sustainable production and processing, and increase access to regional and international markets. On a broader level, this will contribute to strengthening the export competitiveness of the Ghanaian economy by improving the performance and growth of three value chains: Cassava, Fruits (mango and pineapple), and Cosmetics and Personal-Care Products.

The project highlights essential South-South and triangular cooperation elements, including capacity building, technology and innovation exchange, knowledge transfer and the consolidation of regional and international cooperation, which are replicable and sustainable in other regions.

The project contributes to the achievement of Sustainable Development Goals (SDGs) 8 (decent work and economic growth) and 9 (industry, innovation, and infrastructure) by enhancing the production capacity of MSMEs and intermediate organizations in the Fruits, Cassava, and Cosmetics and Personal-Care Products value chains. This initiative ensures the production of high-quality products that meet regional and international market standards and are integrated into global value chains. The approach is tailored around the 5Cs for Competitiveness: coordinate, compete, conform, connect, and credit.

## SCAN THE QR CODE BELOW FOR MORE INFORMATION




View project in UNIDO  
OpenData Platform



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Scan the QR code to access more information about SSTIC. You will be directed to a website or a resource that provides detailed information about the concept, principles, benefits, and examples of SSTIC in action.

 [www.unido.org/south-south-cooperation](http://www.unido.org/south-south-cooperation)  [SSTIC@unido.org](mailto:SSTIC@unido.org)



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