



NATIONAL PRECISION QUALITY POLICY

NATIONAL DEVELOPMENT PLANNING COMMISSION



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LIST OF ABBREVIATIONS

AU	African Union
CBT	Competency-Based Training
CSIR	Council for Scientific and Industrial Research
CTVET	Commission on Technical and Vocational Education and Training
EU	European Union
FDA	Food and Drugs Authority
GSA	Ghana Standards Authority
MDAs	Ministries, Departments, and Agencies
MMDAs	Metropolitan, Municipal, District Assemblies
NEIP	National Entrepreneurship and Innovation Programme
NDPC	National Development and Planning Commission
PQ	Precision Quality
RDA	Regional Development Authorities
RCC	Regional Coordination Councils
SDGs	Sustainable Development Goals
TVET	Technical Vocational Education and Training
UK	United Kingdom

01

INTRODUCTION

1.1 COUNTRY CONTEXT

The economic growth success of Ghana over the last few decades has not generated sufficient decent employment opportunities to absorb the accompanying growing labour force. This is particularly dominant among the youth who constitute more than a third of the population. A vast majority of the youth have low education, inadequate work experience and are deficient in cognitive and soft skills which constraint productivity and economic development in general. Significantly as a result, most of them end up in low skilled and unproductive jobs particularly in the informal sector while others stay unemployed or underemployed.

The dominance of youth in Ghana's labour force opens a window of opportunity to harness its demographic dividend. Therefore, promoting quality education and skill training linked to the needs of the industries and entrepreneurship among the youth, could enhance sustained **economic growth and decent jobs (SDG 8), remarkable decline in poverty (SDG1) and zero hunger (SDG2)** by the end of 2030. Various governments across the globe have considered the future of work as depending on the skill set required by the youth and the institutional arrangement that facilitate productivity and rapid economic growth. Technical vocational education has been one of the means through which youth skills are developed to enhance their competitiveness and employability. A number of studies have concluded that the benefits of vocational education and apprenticeship outweigh the cost of training by ratio of 1:3 and 2:4 respectively¹. Despite this, the critical role of vocational education in the overall economy has been marginal.

Since the establishment of Technical Vocational Education in 1970, some reforms have been introduced to reposition technical vocational education, including transforming the erstwhile Council for Technical Vocational Education and Training (TVET) into a Commission for TVET (CTVET). The CTVET has a mandate to regulate, promote and administer technical and vocational education and training for transformation, innovation and sustainable development. The recent introduction of Competency-Based Training (CBT) in technical education, especially in the technical universities, aims to improve the quality and relevance of TVET with the aim of helping to meet the skill needs of the industry. **Currently, about 22.2% of the employer organizations consider TVET institutions as direct source** for recruiting capable skilled workers.

Despite these noticeable improvements, TVET and master crafts persons have not played significant role in churning out highly skilled individuals who could serve the needs of the industry. A study by World

¹ Copenhagen Consensus Center.2019. Ghana Priorities Project.

Bank (2014)² on TVET indicates that the key problems with formal TVET programmes are the **lack of precise and reliable standards**; the absence of quality assurance; the generally low quality of training; inefficient operations, low quality of service offered and significant equity problems.

In the light of the foregoing, quality assurance is one of the key missing gaps that needs to be addressed to trigger vocational and apprenticeship education benefits of the Ghanaian economy. Quality assurance systems offer a set of policies and procedures that determine how a business operates to deliver a consistently high level of customer service, meet legal requirements and generally assist in working out better ways of doing things. It is the assembly of all planned and systematic actions necessary to provide adequate confidence that a product, process or service will satisfy given quality requirements. The definition suggests that quality assurance guarantees soft skills as a requirement for decent work and tools to meet the needs of the industry.

However, precision quality and accuracy of the processes are paramount to the success of any quality assurance measures. Precision refers to the degree in which an instrument or process will repeat the same value. It is the quality, condition or fact of being exact and accurate. The concept of precision has been applied in many fields including manufacturing, services industries, food processing and health. In medicine, countries such as, the United States, United Kingdom, France, Germany, China, Finland and Estonia have implemented national strategies endowed with state and private funding to address precision quality. These strategies have focused on strengthening industrial and technological development.

The aim of the precision quality (*PQ*) concept in Ghana is to build a society of Ghanaian youth with the right sense of work ethics and equip them with new skills, right attitudes, and opportunities to work and compete globally. It enhances the integration of young people into the workplace and equip them to meet industry standards of performance, continuous improvement, and ensuring the quality of services that meet client requirements. Combining Quality Assurance and Precision Quality therefore brings theory and practice together to improve creativity and job creation. A map out of the policy landscape reveals that the element of precision is not explicitly embedded in technical, vocational and apprenticeship education. This is in spite of the opportunities it offers in triggering the full potential of the youth. It is in this respect that the Ghana Standard Authority in partnership with the National Development Planning Commission set out to develop a precision quality policy for the Artisanal sector.

1.2 OVERVIEW OF THE ARTISANAL SECTOR IN GHANA

Ghana's artisanal sector comprises masons, carpenters, tilers, electricians, welders, plumbers, glass and metal fabricators, steel benders, Auto mechanics, ceiling installers, potters, weavers, bead makers, hairdressers, milliners, dressmakers, gardeners, shoemakers, plumbers, goldsmiths, brass smiths, jewellers, carvers, drum makers, etc. Broadly, these artisans can be categorized into the following groups:

- Building and construction
- Machinery, mechanics & repairers
- Handicraft and printing
- Electrical and electronic trades workers
- Food processors

² World Bank, Skills Development in the informal sector-Ghana

- Woodworkers
- Garment and related trades workers
- Beauty & personal care

Table 1.1 Artisans by sub-categories

Artisanal Categories	Artisanal Sub-Categories
Building and construction	House builders
	Bricklayers and related workers
	Stonemasons, stone cutters, splitters and carvers
	Concrete placers, concrete finishers and related workers
	Carpenters and joiners
	Building frame and related trades workers
	Roofers
	Floor layers and tile setters
	Plasterers
	Insulation workers
	Glaziers
	Plumbers and pipe fitters
	Air conditioning and refrigeration mechanics
	Painters and related workers
	Spray painters and varnishers
	Building structure cleaners
	Handicraft workers in textile, leather and related materials
	Handicraft workers not elsewhere classified
	Pre-press technicians
	Printers
Print finishing and binding workers	
Electrical and electronic trades workers	Building and related electricians
	Electrical mechanics and fitters
	Electrical line installers and repairers
	Electronics mechanics and servicers
	Information and communications technology installers and servicers
Food processors	Butchers, fishmongers and related food preparers
	Bakers, pastry-cooks and confectionery makers
	Dairy-products makers
	Fruit, vegetable and related preservers
	Food and beverage tasters and graders
	Tobacco preparers and tobacco products makers
	Local Food preparers (raw and cooked)
	Local alcoholic and non-alcoholic beverages
Hairstylists	

Artisanal Categories	Artisanal Sub-Categories
Beauty & personal care	Nail technicians
	Cosmetologists
	Make-up artists
	Barbers
	Masseuse
Woodworkers	Wood treaters
	Cabinet-makers and related workers
	Woodworking-machine tool setters and operators
Garment and related trades workers	Tailors, dressmakers, furriers and hatters
	Garment and related pattern-makers and cutters
	Sewing, embroidery and related workers
	Upholsterers and related workers
	Pelt dressers, tanners and fellmongers
	Shoemakers and related workers
Metal, machinery and related trades workers	Metal moulders and coremakers
	Welders and flame cutters
	Sheet-metal workers
	Structural-metal preparers and erectors
	Riggers and cable splicers
	Blacksmiths, hammersmiths and forging press workers
	Toolmakers and related workers
	Metal working machine tool setters and operators
	Metal polishers, wheel grinders and tool sharpeners
Handicraft & Printing Workers	Precision-instrument makers and repairers
	Musical instrument makers and tuners
	Jewellery and precious-metal workers
	Potters and related workers
	Glass makers, cutters, grinders and finishers
	Sign writers, decorative painters, engravers and etchers
	Handicraft workers in wood, basketry and related materials
	Handicraft workers in textile, leather and related materials
	Pre-press technicians
	Printers
	Print finishing and binding workers

Most of these artisans and craftsmen go through apprenticeship before setting up their own shops. Few go through training in vocational schools whilst very few attain their skills from higher institutions like the polytechnics and universities. Most artisans and craftsmen in Ghana are on a small scale and very few are entrepreneurial in their work.

1.3 LEGAL AND REGULATORY FRAMEWORK

The National Precision quality policy is anchored by the enabling Acts regulating the Ghana Standard Authority and the Commission for Vocational Technical Education and Training (CTVET). The GSA is regulated by the Ghana Standard Act 1973 (NRCD 175). Under the Act, the GSA is responsible for the management of the Ghana's quality infrastructure involving testing, inspection and certification. The GSA ensures that Ghana has a sound quality infrastructure that provides the necessary assurance that goods and services are of acceptable quality. Further, the GSA promotes the growth of industry, enhances sustainable development, and contributes to good governance. Specifically, the GSA performs the following specific functions:

- National Standards development and dissemination
- Testing services
- Inspection of activities
- Product certification scheme
- Management systems certification scheme
- Promoting quality management systems in industry
- Calibration, verification and inspection of weights, measures and weighing and measuring instruments
- Pattern approval of new weighing and measuring instruments
- Destination inspection of imported high risk goods
- Advise the Ministry of Trade and Industry on standards and related issues

In practice the GSA regulates the artisanal sector through product certification, management systems certification, made-in-Ghana certification, and calibration and verification of measuring instruments, equipment, and devices.

Another important agency involved in regulation of the Artisanal sector is the Energy Commission. The Energy Commission undertakes a certification process to license competent electricians as certified electricians and electrical wiring professionals to undertake proper wiring and installations in line with safety standards.

Similarly, the CTVET is responsible for the regulation, promotion and administration of technical and vocational education and training in Ghana. The Commission draws its mandated from the Education Regulatory Bodies Act 2020 (Act 1023) and performs the following functions:

- Formulate national policies for skills development across the broad spectrum of pre-tertiary and tertiary education, formal, informal and alternative education
- Co-ordinate, harmonise and supervise the activities of technical and vocational education and training institutions to meet the requirements of both formal and informal sectors
- Develop and implement a national assessment and certification system in the technical and vocational education and training
- Take measures to ensure quality, equitable and inclusive access in the provision of technical and vocational education and training
- Develop and maintain a national database on the technical and vocational education and training sector

- Facilitate research and development in the technical and vocational education and training system
- Co-ordinate and promote industry-led occupational standards generation for demand-driven curriculum development and delivery
- Accredite programmes, institutions, centres, facilitators, assessors and verifiers at the formal, informal, non-formal, technical and vocational education and training institutions to ensure quality delivery.
- Collaborate with tertiary institutions and relevant agencies to implement competency-based training programmes on the National Technical and Vocational Education and Training Qualifications Framework

Also, the Ministry of Local Government and Rural Development through the Metropolitan, Municipal, and District Assemblies and the Department of Factories Inspectorate oversees some categories of artisans such as food processors by issuing health cards. For almost all artisans, business operating permits are issued to all operating workshops by the MMDA. The Department of Factories Inspectorate also performs its role by checking business facilities for suitability. Table 1.2 presents a summary of the Regulatory Agencies and their key roles.

Table 1.2 Regulatory agencies and their roles

Artisanal Category	Regulating ministry	Regulatory agency	Role
Food processors Beauty & personal care	Ministry of Health	Food and Drugs Authority	<ul style="list-style-type: none"> • Ensure the implementation of adequate and effective standards for food, drugs, cosmetics, household chemicals and medical devices • Monitor through the District Assemblies and any other agency of State compliance with the provisions of Part 6, 7 and 8 of the Public Health Act, 2012 (ACT 851) • Advise the Minister on measures for the protection of the health of consumers • Advise the Minister on the preparation of effective Regulations for the implementation of Part 6, 7, and 8 of the Public Health Act, 2012 (ACT 851) • Approve the initiation and conduct of clinical trials in the country • Perform any other functions that are ancillary to attaining the objects of the Authority
	Ministry of Trade and Industry	Ghana Standards Authority	<ul style="list-style-type: none"> • Development and promulgation of National Standards for ensuring high quality of goods and for related matters – Standards Authority Act, 1973 (NRCD 173)

Artisanal Category	Regulating ministry	Regulatory agency	Role
			<ul style="list-style-type: none"> Weights and Measures Decree 1975, (NRCD 326), Certification Mark Rules 1970, L.I. 662 & Amendment 664 General Labelling Rules 1992, (L.I. 1541)
<p>(1) Building and construction; (2) Machinery, mechanics & repairers; (3) Handicraft and printing; (4) Electrical and electronic trades workers; (5) Food processors; (6) Woodworkers; (7) Garment and related trades workers; (8) Beauty & personal care;</p>	<p>Ministry of Works & Housing Ministry of Employment & Labour Relations</p>	<p>Ghana Standards Authority Precious Minerals Marketing Company/Ghana Printers & Paper Converters Association; Energy Commission</p>	<p>Product Certification Management Systems Certification Industrial Training (including HACCP, ISO 22000 and ISO 9001 Training on the relevant standards in the Building and Construction sector, Beauty and personal care, garment sectors, Mass Catering amongst others) Made-In-Ghana Certification Calibration & Verification of measuring instruments, equipment, and devices. Other services cover: Mass Measurements, Dimension & Linear Measurements, Pressure & Force Measurements Volume & Flow Measurements Temperature Measurements Time & Frequency Measurements</p>
<p>Food processors</p>	<p>Ministry of Environment, Science, Technology, & Innovation</p>	<p>Food Research Institute Ghana Standards Authority</p>	<p>Microbiological analysis Chemical analysis Physical analysis Toxicological analysis Provision of testing services including, Physicochemical analysis, Microbiological analysis, Pesticide residue analyses Metallic contaminants analysis Histamine analysis</p>

Artisanal Category	Regulating ministry	Regulatory agency	Role
(1) Food processors Building and construction;	Ministry of Environment, Science, Technology, & Innovation	Water Research Institute	Pesticide residue analyses in food crops and water Persistent organic pollutant analyses in vegetable growing areas of Ghana Industrial wastewater quality studies Training of students from polytechnics and universities Training of technicians to drill boreholes and test pumps
(2) Building and construction (3) Machinery, mechanics & repairers (4) Handicraft and printing (5) Electrical and electronic trades workers (6) Food processors (7) Woodworkers (8) Garment and related trades workers (9) Beauty & personal care	Ministry of Science and technology	Environmental Protection Agency Ghana Standards Authority	Ensure environmentally sound and efficient use of both renewable and non-renewable resources in the process of national development Guide development to prevent, reduce, and as far as possible, eliminate pollution and actions that lower the quality of life Testing of: Civil Engineering products Electrical and Electronic products Mechanical Engineering products Garments Cosmetics & Personal Care products
(1) Building and construction; (2) Machinery, mechanics & repairers; (3) Handicraft and printing; (4) Electrical and electronic trades workers; (5) Food processors; (6) Woodworkers. (7) Garment and related trades workers; (8) Beauty & personal care;	Ministry of Local Government and Rural Development Department of Factories Inspectorate	District Assemblies (Environmental Health & Sanitation Units)	Issuance of health cards and Business Operating Permits to food processors and other artisans. Inspection of business facilities to check for suitability

1.4 HUMAN TECHNICAL AND FINANCIAL RESOURCES

The CTNET and the GSA represent the core component of the implementation of a national precision quality standard. The CTNET will leverage its existing human, material, and financial resources to develop, supervise, enforce, monitor the process of TVET service delivery, and provide relevant feedback for

improvement. The CTNET will also develop/review the relevant curriculum for the training of individuals in technical and vocational space that imbibe precision quality standards.

Similarly, the GSA will develop and promulgate national standards for ensuring high quality of goods. The GSA provides testing services which include, but are not limited to; physiochemical analysis, microbiological analysis, pesticide residue analysis, civil engineering products, electrical and electronic products, mechanical engineering products, and garments, cosmetics and personal care products. The Metropolitan, Municipal, and District Assemblies (MMDAs) are expected to develop regulations that would be enforced. The trade associations are accredited to provide retraining to Master craftsmen and artisans to improve their art and service delivery.

1.5 CHALLENGES IN THE ARTISANAL SECTOR

The analysis of the context in relation to the policy and legislation, education and training, certification system and enforcement mechanism, brings to the fore some key challenges that requires policy attention. The following key issues come to light for policy consideration:

Inadequate precise and reliable quality standards for the artisanal sector: Besides the standards prescribed by agencies such as GSA and FDA, which are specific to only a segment of artisans in the country, many other types of artisans appear not to have direct standards that apply to their crafts. Further, artisans do not have generic management standards that describe the production or service delivery processes to meet customer's quality requirements and to achieve continual and consistent improvement of performance. Thus, minimum quality requirements have not been clearly defined and documented in the form of precision quality standards.

Weak coherence and coordination among policymaking and management institutions: To effectively develop and enforce precision quality standards in the artisanal sector, there is the need for strong collaboration and coordination among key institutions such as the GSA, CTNET and the Energy Commission. The current level of coordination may have to improve to ensure that standards are developed and mainstreamed into the training curriculum of artisans.

Absence of regulatory framework for enforcement of minimum quality standards: While other professional bodies such engineers and architects have legislative framework that defines the compliance and enforcement mechanism and mandated institutions responsible for ensuring compliance, many artisanal crafts lack this enabling legislative framework. The trade associations that are ensuring voluntary standard compliance, do not have the requisite legal mandate to enforce compliance to minimum quality standards where they exist.

Low Quality of Training: Many master craftsmen after undergoing training and certification do not offer themselves for retraining and upgrade. This creates a gap of new skill sets that are needed in modern artisanship. Apprentices who avail themselves to be trained by these master craftsmen receives inadequate instructions because the masters lack the current knowledge in their field. Consequently, there exist low quality of training due to this cycle of traditional informal apprenticeship that many artisans go through to become Master craftsmen.

Inadequate precision quality standards in the training of artisans. The existing curricula for TVET education do not offer training on precision quality. Thus, the need for revisions of the current curricula to emphasize precision quality with inputs from all relevant stakeholders. Like many other countries such as the UK and Germany, which have well-developed standards that cut across industry, specifications and product differentiation are well laid out. This presents an opportunity for consumers to demand high-quality goods and services. Unfortunately, standards are not uniform in the Ghanaian context.

Inadequate soft skills among artisans: With the growth of industry and commerce, soft skills have become an invaluable aspect of human resource development. The current TVET curricula do not highlight the training of artisans in this respect. This creates a challenge for trained artisans to compete in the global economy. The expectation is that, when soft skills (for example, integrity, reliability, adaptability, creativity, innovation, etc.) are introduced and integrated into the curricula, it would best prepare artisans to offer the best of service and work ethics. Again, there remains a critical need for competency-based training for the students in the TVET sector.

Lack of requisite technical knowledge to train apprentices: Even though new technologies and improved skill sets are emerging each day, most TVET instructors and master craftsmen themselves are not abreast with time to be able to provide the new technologies and improved skill sets to their apprentices. Unfortunately, these new technologies are the driving force in this era of the 4th industrial revolution. Imbalance in the three domains of learning (i.e. cognitive, psychomotor, and affective) therefore leads to skill gaps.

Inadequate system for continuous professional development: The CTNET is the legally mandated institution for training and certification of artisans. There is no legally mandated institution (be it state or private trade association) that monitors to ensure the compliance of artisans to their minimum quality standards. A professional body (either voluntary or state led) that provides a formal framework for regular renewal of licences for the practice of artisans will sanitise the artisanal sector and assure their continuous professional development.

Lack of guidance and counselling support in schools: Counselling services in schools, particularly those related to career development, do not place much emphasis on vocational and technical training. Besides, counselling services in vocational and technical training institutes are weak. As a result, mentorship in vocational and technical training appears to be very limited. This does not help with career development in technical and vocational related economic activities.

1.6 THE POLICY DEVELOPMENT PROCESS

The policy development process started with a scoping study on the current situation on *Precision Quality* awareness and adherence in the artisanal sector in Ghana. Various stakeholders (in both formal and informal establishments) were engaged to garner the necessary inputs. Other policy documents related to the artisan sector were reviewed. The process was supported by the involvement and expertise of technical, academic, and administrative professionals from the public, private, and development sectors. NDPC and COTVET also played an integral role in this policy development process.

02

THE POLICY FRAMEWORK

2.1 POLICY CONTEXT

This policy framework provides a written declaration of the framework of principles and strategies that will guide the Government in building the capacity of artisans to meet the needs of the Ghanaian economy. This *Policy Document* has been developed having regard to the provisions of the Constitution of the Republic of Ghana, 1992 (as Amended in 1996) and with a view to complementing the Ghana Medium Term Development Plan 2020-2025 and its predecessor, the Agenda for Jobs: Creating Prosperity and Equal Opportunity for All which set out measures and initiatives for economic growth and improvement in the standard and quality of life of all Ghanaians. Other documents taken into account include: Education Regulatory Bodies Act 2020 (Act 1023); the Standards Authority Act, 1973 (NRCD 175); the revised edition of the Coordinated Programme of Economic and Social Development Policies (CPESDP) (2021-2028), the National Export Strategy, the National Food Safety Policy and the Ten Point Industrial Transformation Agenda.

2.2 POLICY GOALS AND OBJECTIVES

The goal of the precision quality (*PQ*) policy is to build a society of Ghanaian youth with the right sense of work ethics, attitude and skills to compete globally. The policy seeks to integrate young people into the workplace and equip them to meet industry standards of performance, continuous improvement and improved quality services delivery.

The precision quality policy will be guided by the following key objectives:

- a. To develop precise and reliable quality standards for the artisanal sector in Ghana
- b. To mainstream the concept and practice of precision quality into the training curriculum of artisans, master craftsmen and TVET facilitators in Ghana.
- c. To enforce compliance to national minimum precision quality standards through appropriate legislative framework for the artisanal sector.
- d. To improve policy coordination and coherence among implementation agencies for effective adoption, implementation, monitoring and evaluation of precision quality in the artisanal sector in Ghana.

2.3 POLICY STATEMENTS AND RATIONALE

- A. The artisanal sector is faced with the challenge of absence of precise and reliable quality standards. Besides the standards prescribed by agencies such as GSA and FDA, which are specific to only a segment of artisans in the country, appear not to have direct standards that apply to their crafts. Further, artisans do not have generic management standards that describe the production or service delivery processes to meet customer's quality requirements and to achieve continual and consistent improvement of performance. Thus, minimum quality requirements have not been clearly defined and documented in the form of precision quality standards.

To address this challenge, the Ghana Standard Authority (GSA) shall develop appropriate comprehensive Ghana standards in text and pictorial format for all the 8 identified sector skills areas. The GSA working closely with the CTNET, and the private sector shall establish a National Precision Quality Standards Technical Committee to lead in the development of Precision Quality standards for products, practices and services. GSA shall also develop standardized, artisan-specific generic management standards.

- B. In order that artisans in Ghana are equipped with modern skills and work according to the required precision quality standards, the CTNET shall ensure that Precision Quality Standards are mainstreamed in all TVET training curriculum at all levels. In this regard the TVET curriculum will be reviewed to incorporate the Precision Quality Standards for sector-specific products and services developed by the GSA for the Artisanal sector. In this respect:
- i. TVET facilitators shall be retrained to be abreast with new technologies and improved skills set needed under the era of the 4th industrial revolution. The skills gap emanating from the imbalance in the three domains of learning (i.e., cognitive, psychomotor, and affective) shall be addressed. Further evidence of retraining will be made part of the certification process for Precision Quality products and practitioners.
 - ii. The CTNET shall also set up a system for continuous professional development of TVET facilitators and practitioners as it pertains in other professions. A system shall be set up to provide a formal framework for regular renewal of licenses for the practice of artisanal profession in Ghana.
 - iii. With the growth of industry and commerce, soft skills have become an invaluable aspect of human resource development. The TVET curricula shall be reviewed to include modules on soft skills in work ethics such as integrity, reliability, adaptability, creativity, innovation, etc.
- C. To ensure policy coherence in the design and implementation of precision quality standards in the artisanal sector, the NDPC shall coordinate the development of related policies and guidelines by working closely with the two key implementing agencies namely the GSA and the CTNET. The NDPC shall further develop and make publicly available, a comprehensive searchable database of all draft and approved national policies, guidelines and laws relating to the artisans to prevent duplication of efforts and enable alignment across Ministries, Departments and Agencies.
- D. To ensure effective enforcement of the minimum precision quality standards, the CTNET shall pursue the enactment of a Legislative Instrument pursuant to Act 1043 to regulate the artisanal sector and enforce minimum quality standards across board. Further, the Ghana Standards Authority and all national regulatory

agencies shall operate within the National Technical Regulations Framework established under the National Quality Policy.

2.4 GUIDING PRINCIPLES

The Government of Ghana sees the artisanal sector as a key part of the solution to a myriad of challenges, including low economic growth, poverty, inequalities, and youth unemployment. In addressing the challenges confronting the sector, several guiding principles are to be upheld. The following guiding policy principles constitute the spirit and core basis upon which this policy was formulated:

- A. *Flexibility*: Accommodating different modes of delivery of precision quality standards for the different needs of TVET trainees.
- B. *Gender Sensitivity*: Gender mainstreaming will be central in the implementation of this policy. The implementation of activities should take into account gender concerns and be gender sensitive. Gender stereotypes should be eliminated
- C. *Inclusiveness*: Precision quality standard should be developed in close collaboration with trade associations, industry taking cognizance of the needs of all disadvantaged demographics such persons with disability, women, and children.
- D. *Innovation and Creativity*: The policy shall strive to promote creativity and adoption of new technologies.
- E. *Quality, proficiency, and relevance of the PQ interventions must develop capabilities and competencies of all key stakeholders, especially the youth*. In this regard, it must be of high quality and relevant to development needs of the economy and society. It must also promote responsible citizenship. The PQ standard and training should be fit-for-purpose.
- F. *Active involvement and participation by all key stakeholders*: The design and implementation of activities should ensure involvement of ministries, institutions, the private sector, students, youth and other relevant stakeholders.
- G. *Maximum utilization of existing resources, institutions and expertise Interventions must use existing structures, expertise in the region, and institutions*. It must also build on sectoral and national excellence in the region.
- H. *Employability and entrepreneurship of the precision quality policy must lead to employability in both the formal and non-formal sector*. Focus should be placed on soft skills and business ethics in the curriculum.
- I. *Efficiency and sustainability of interventions* emanating from the PQ standard should be designed to consider the long-term impact and continuity at national level.
- J. *Partnership and Participation*: Fostering optimal and well-coordinated partnership and participation of diverse local and international partnership in implementation of an effective precision quality standards in Ghana.

- K. *Reliability*: The policy shall strive to deliver precision quality services consistently, in collaboration with stakeholders.
- L. *Responsiveness*: The policy shall support programmes that are demanded by the stakeholders including industry and artisans.
- M. *Transparency and Accountability*: Stakeholders shall discharge their respective mandates in an open manner and take full responsibility for their actions.
- N. *Resource provision*: Precision quality shall be provided the needed priority of budget allocations both at the sub-national and national levels.

03

INSTITUTIONAL ARRANGEMENTS

3.1 INTRODUCTION

The implementation of the Precision Quality Policy requires a comprehensive institutional framework to translate the goals and objectives into actual programmes at the national, regional, district, and community levels. It demands political leadership and commitment to drive and sustain the improvement of the artisanal sector. Key agencies have been identified as crucial to implementing and enforcing the Precision Quality provisions and are thus expected to incorporate the mechanisms outlined in this Policy into their core mandates.

3.2 ROLES OF KEY MINISTRIES AND OTHER PUBLIC INSTITUTIONS

A. National Development and Planning Commission

NDPC bears the overarching responsibility for the implementation of the Precision Quality Policy. Its role shall be:

- To coordinate the development of a national policy framework on Precision Quality Policy, as a first step, focusing on the artisanal sector.
- To liaise with the MDAs to develop specific strategies and action plans to mainstream the principles of precision quality as contained in the policy framework.

NDPC will oversee the reviews (evaluation) of the national precision quality policy after every five years.

B. Ghana Standards Authority

The Ghana Standard Authority under the Ministry of Trade and Industry will serve as the “technical lead” agency for the Precision Quality Policy and hence be expected to maintain roles such as:

- Testing, Inspection and Certification. The GSA ensures that Ghana has a sound quality infrastructure that provides the necessary assurance that goods and services are of acceptable quality.
- GSA shall promote the growth of industry through the establishment of compliance and adherence measures.

C. Commission on Technical and Vocational Education and Training

The CTVE under the Ministry of Education will be one of the significant lead implementation agencies. It will perform the functions which include, but not limited to, the following:

- Leads the implementation monitoring process.
- Supervises all activities of technical and vocational education [certification, training, accreditation etc.] to meet the precision quality requirements.

- Facilitates research and development in the technical and vocational education and training system to ensure precision quality.
- Promotes industry-led occupational standards generation for demand-driven curriculum development and delivery.

D. Metropolitan, Municipal, District Assemblies

The MMDAs shall be required to:

- Develop specific strategies and action plans to mainstream the principles of precision quality as contained in the policy framework.

3.3 ROLES OF KEY NON-STATE ACTORS

The Trade Associations have a role to play to implement the Precision Quality Policy in the following capacities:

- Imbibe precision quality elements in their structures for re-training Master craftsmen and artisans.
- Collaborate with other professional bodies such as the Associations of Engineers and Architects to train artisans on simulated projects to improve teamwork with other professionals.

04

MONITORING AND EVALUATION

4.1 INTRODUCTION

Monitoring and Evaluation (M&E) will be a continuous management function to examine progress being made during implementation of the policy by highlighting both the intended and unintended effects (positive or negative) to achieve the expected policy outcomes. Officials of relevant agencies [including but not limited to NDPC, CTNET, GSA, CSOs and the various artisanal groups] will be involved in the monitoring and evaluation processes for this policy:

Monitoring – This will be done on regular basis by CTNET and GSA through periodic collection of information on the implementation of the policy. The main aim of this exercise will be to:

- compare how well the policy is performing against expected targets, and
- inform implementation and policy management team

CTNET and GSA will adopt the following steps to monitor the progress made:

1. Design key performance indicators/ M&E Indicators
2. Constitute internal monitoring group
3. Develop M&E work plan, budget and calendar
4. Periodically collect data, analyse and write reports
5. Organise dissemination workshops to share outcomes on monitoring with implementation teams

Evaluation – This will be a systematic and objective assessment of the overall performance of the policy against its set targets. A technical team of officials from the relevant agencies, spearheaded by NDPC will evaluate the policy to:

- determine the relevance and fulfilment of objectives, impacts and sustainability of the policy after the first five years of implementation
- collate lessons to inform the decision-making process

Risk – The possible shocks could be either political or economic instability. In the case of the political instability, the Constitution could be suspended to whittle down the legal support for the policy. Moreover, economic instability may adversely affect the provision of financial and human resources for smooth implementation of the policy. As a small open market economy, dynamics of the global markets could to some extent, affect the implementation of the policy as well.

Figure 4.1 Processes involved in M&E of the Policy

